



**Regular Meeting of the Board of Directors
January 10, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on January 10, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Commissioner Lawrence Weekly, Chair
Mr. Chuck Bowling, Vice Chair
Mr. Bill Noonan, Secretary
Mayor Pro Tem Cam Walker, Treasurer
 Councilman Ricki Y. Barlow
 Commissioner Larry Brown
 Mayor Carolyn Goodman

Mr. Tom Jenkin.....absent
 Mr. Gregory Lee
 Mayor John J. Lee
 Councilman John Marz
 Ms. Kristin McMillan
 Councilman George Rapson.....absent
 Mr. Maurice Wooden

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO
 Rana Lacer, Chief Financial Officer
 Barbara Bolender, Chief Human Resources Officer
 Cathy Tull, Senior Vice President of Marketing
 Terry Jicinsky, Senior Vice President of Operations
 Luke Puschnig, Esq., CEM, Legal Counsel

OPENING CEREMONIES – CALL TO ORDER

Vice Chair Chuck Bowling called the meeting to order at 9:01 a.m. A quorum of the members was present at roll call.

INVOCATION The invocation was delivered by Father Ron Zanoni of the Catholic Center of the Diocese of Las Vegas.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Ken Evans, President of the Urban Chamber of Commerce, expressed local business owner interest in the Las Vegas Convention Center District (LVCCD) and said the Urban Chamber of Commerce looked forward to working with the LVCVA and local businesses on the project. Mr. Evans recognized Jerrie Merritt and Shaundell Newsome, Chair and Vice-Chair of the Urban Chamber of Commerce, as well as Melvin Green, Principal of KME Architects, J.D. Calhoun, Vice President of Marketing and Sales of Müller Construction, Walter Curd, of Paradise Coffee, Jo Cato, of Periwinkle Media Group, and Richard Copeland, Chairman of THOR Construction.

Mr. Newsome shared details about Sumnu Marketing and his involvement with discussions about a stadium project and the LVCCD. Mr. Newsome thanked Terry Jicinsky, LVCVA Senior Vice President of Operations, for providing meeting opportunities to the local business community.

APPROVAL OF THE AGENDA AND MINUTES **Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present to approve the January 10, 2017, Regular Meeting of the Board of Directors’ agenda and to approve the December 13, 2016, Regular Meeting of the Board of Directors’ minutes.**

BOARD APPOINTMENTS

In accordance with the Nevada Revised Statutes (NRS), the following appointments were made to the Las Vegas Convention and Visitors Authority Board of Directors by the County of Clark:

From the Governing Body of Clark County.....NRS 244A.603(1)(a)
Commissioner Larry Brown

From the Governing Body of Clark County.....NRS 244A.603(1)(a)
Commissioner Lawrence Weekly

This was an information item. Not an action item.

Oath of Office was administered to the newly appointed Members of the Board by the Honorable Judge Nancy Alf.

BOARD NOMINATIONS

In accordance with the Nevada Revised Statutes (NRS) 244A.611 and LVCVA Board Policy 1.03, officers of the Board shall be elected in January of each odd-numbered year.

- Chair

Secretary Bill Noonan emphasized the importance of continuity during the expansion of the Las Vegas Convention Center and nominated Lawrence Weekly to serve as Chairman for another term.

Member Maurice Wooden expanded upon Secretary Noonan's remarks and stated that after serving with Chair Weekly on the Board, he had "a whole new eye-opening appreciation for the level of commitment [by Chair Weekly] and energy and passion for really serving our community and serving this Board."

Vice Chair Chuck Bowling echoed the comments of Secretary Noonan and Member Wooden.

Secretary Bill Noonan moved, seconded by Member Maurice Wooden, and it was carried by unanimous vote of the voting members present to elect Lawrence Weekly as Chair.

Oath of Office was administered to the newly elected Chair of the Board by the Honorable Judge Nancy Alf.

- Vice Chair
- Secretary
- Treasurer

Chair Lawrence Weekly resumed the meeting as Chair.

Chair Weekly nominated Chuck Bowling as Vice Chair, Bill Noonan as Secretary, and Maurice Wooden as Treasurer.

Member John Lee expressed his concerns in regards to the balance of private and public representatives holding officer positions on the Board and nominated Member Cam Walker as Treasurer.

Chair Lawrence Weekly moved, seconded by Member Greg Lee, and it was carried by unanimous vote of the voting members present to elect Chuck Bowling as Vice Chair.

Chair Lawrence Weekly moved, seconded by Member Greg Lee, and it was carried by unanimous vote of the voting members present to elect Bill Noonan as Secretary.

Member Maurice Wooden commented that Member Walker had extensive knowledge and experience and seconded the motion to nominate Member Walker as Treasurer.

Member John Lee moved, seconded by Member Maurice Wooden, and it was carried by unanimous vote of the voting members present to elect Cam Walker as Treasurer.

***Oath of Office was administered to the newly elected Officers of the Board by
Luke Puschnig, Esq., CEM, Legal Counsel***

COMMITTEES

Committee Appointments

LVCVA Board Policy mandates that Committee Members be selected by the Chairman of the Board of Directors and ratified by the Board Members.

Rossi Ralenkotter, President/CEO, noted the vacancy on the Audit Committee of the Board of Directors and recommended the appointment of Member Larry Brown.

Chair Lawrence Weekly moved, seconded by Vice Chair Chuck Bowling, and it was carried by unanimous vote of the voting members present to appoint Member Larry Brown to the Audit Committee of the Board of Directors.

Mr. Ralenkotter noted that the committee assignments may have additional changes with the progression of the LVCCD expansion project.

Mr. Ralenkotter recognized the success of the Consumer Electronics Show (CES) on January 5-8 at the Las Vegas Convention Center.

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED **Presentation by Applied Analysis: Economic Impact Series**
Jeremy Aguero, Principal, Applied Analysis, presented an update entitled “Reduced Tax Burden on Residents Due to Tourism.”

This was an information item. Not an action item.

Presentation by Nellis Air Force Base

Hugh Sinnock, Vice President of Customer Experience, introduced Colonel Paul J. Murray, Commander of the 99th Air Base Wing, Nellis Air Force Base (AFB), Creech AFB, Nevada Test and Training Range (NTTR).

Colonel Murray presented an overview of activities at Nellis AFB and Creech AFB and reported on their impact to Las Vegas.

Member Ricki Barlow emphasized the expertise and professionalism he experienced while touring Nellis AFB and Creech AFB.

Secretary Bill Noonan recognized the support team involved with Nellis AFB.

Member John Lee offered words of kindness and applause to Colonel Murray and Nellis AFB. Colonel Murray expressed his appreciation to Member John Lee for North Las Vegas’ support and military events.

Chair Lawrence Weekly thanked Colonel Murray for his presentation and service. Colonel Murray announced the 2017 Weapons and Tactics Conference at Nellis AFB on January 2-13.

This was an information item. Not an action item.

Presentations by the Las Vegas Convention and Visitors Authority Staff

Mr. Jicinsky announced the completion of Convention Center Drive from Paradise Road to Las Vegas Boulevard and thanked Clark County for their partnership and cooperation. Mr. Jicinsky also acknowledged the use of the Diamond Lot during CES, as well as future use by CONEXPO-CON/AGG on March 7-11.

Mr. Jicinsky delivered a video presentation highlighting CES and emphasized the importance of the LVCCD expansion project. He noted Governor Sandoval's appointment of seven members to the Oversight Panel for Convention Facilities in Clark County and stated that the first meeting of the Panel was anticipated in the next 30 days.

Cathy Tull, Senior Vice President of Marketing, delivered a video presentation on the following marketing highlights:

- 2017 World Financial Group Continental Cup of Curling – January 12-15
- Mesquite Motor Mania Classic Car Show – January 13-15
- Mesquite Balloon Festival – January 20-22
- Multiple Industry Awards

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1. **RFQ #17-4440: Surface Transportation Consulting Agreement**

Ms. Tull requested the Board of Directors: 1) Award RFQ #17-4440: Surface Transportation Consultant to ARC Consulting, Las Vegas, Nevada, in the estimated annual amount of \$90,000 and SB Capital Solutions, Washington, DC, for an estimated annual amount of \$180,000; for the period of February 1, 2017 – January 31, 2018; 2) Authorize the President/CEO to execute the contract documents; 3) Authorize the President/CEO to execute three (3) one-year extensions, per the RFQ documents; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Award RFQ #17-4440: Surface Transportation Consultant to ARC Consulting, Las Vegas, Nevada, in the estimated annual amount of \$90,000 and SB Capital Solutions, Washington, DC, for an estimated annual amount of \$180,000; for the period of February 1, 2017 – January 31, 2018; 2) Authorize the President/CEO to execute the contract documents; 3) Authorize the President/CEO to execute three (3) one-year extensions, per the RFQ documents; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 2. **2016 Preliminary Year-End Visitor Statistics and 2017 Forecast**

Kevin Bagger, Executive Director of the Research Center, presented an overview of the 2016 preliminary year-end visitor statistics and 2017 forecast.

This was an information item. Not an action item.

ITEM 3. **Air Service Development Update - Recap of July - December 2016 Activities**

Brig Lawson, Senior Director of Business Partnerships, briefly emphasized the successes in 2016 and introduced Ailevon Pacific Aviation Consulting (APAC) representatives Oliver Lamb, Managing Director, and Jonathon Nield, Senior Consultant, as well as Chris Jones, Airport Chief Marketing Officer for the Clark County Department of Aviation.

Mr. Lamb and Mr. Nield delivered a presentation on Las Vegas' air service development.

Mr. Jones outlined air service activities at McCarran International Airport (McCarran).

Mr. Lawson concluded that 2016 was a successful year for air service development in Las Vegas and emphasized the investment in the future. Mr. Lawson recognized the joint efforts of the LVCVA Advertising, Sales, Public Affairs, and Digital Engagement departments. Mr. Lawson announced Routes Americas 2017 on February 14-16.

Mr. Ralenkotter recognized 2016 as the “year of China” referencing the emphasis on Chinese tourism by the United States Department of Commerce and Brand USA and recognized Hainan Airlines’ first nonstop flight from Beijing, China, to Las Vegas on December 2, 2016. Mr. Ralenkotter announced the 2017 initiative promoting tourism from India.

Vice Chair Chuck Bowling emphasized the significance of the unique strategic relationship between McCarran and the LVCVA. Vice Chair Bowling also discussed the importance of World Routes and Routes Americas and thanked Mr. Lawson, McCarran, and APAC for their efforts.

Chair Lawrence Weekly expressed his appreciation to Mr. Lawson.

This was an information item. Not an action item.

ITEM 4. **Las Vegas Events Update**

Pat Christenson, President of Las Vegas Events (LVE), presented a comprehensive recap of first quarter activities to the LVCVA Board of Directors.

Member Maurice Wooden recognized the efforts of Mr. Christenson and Dale Eeles, LVE Vice President of Event Development.

Member Ricki Barlow highlighted the level of professionalism and efforts of LVE and thanked Mr. Christenson and his staff.

Mr. Christenson underlined the importance of bolstering and expanding upon existing events.

Member John Marz left the meeting at 10:32 a.m.

Member Carolyn Goodman left the meeting at 10:35 a.m.

This was an information item. Not an action item.

GENERAL GOVERNMENT DIVISION

ITEM 5. **Las Vegas Convention Center District (LVCCD) Fund Resolution and Inter-Fund Budget Transfer**

Rana Lacer, Chief Financial Officer, requested the Board of Directors: 1) Approve and adopt the Resolution providing for the creation of a dedicated capital fund for the LVCCD project; 2) Authorize the Chair of the Board to sign the Resolution and necessary documents; 3) Provide authorization for all other matters relating thereto as defined in the Resolution; and 4) Approve the inter-fund budget transfers to properly account for the flow of funds.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Approve and adopt the Resolution providing for the creation of a dedicated capital fund for the LVCCD project; 2) Authorize the Chair of the Board to sign the Resolution and necessary documents; 3) Provide authorization for all other matters relating thereto as defined in the Resolution; and 4) Approve the inter-fund budget transfers to properly account for the flow of funds.

ITEM 6. **Legal Counsel's Report and Recommendation(s)**
There were no new legal items to report.

This was an information item. Not an action item.

DIRECTORS' RECOGNITION

Chair Lawrence Weekly welcomed Member Larry Brown to the Board. Member Brown said he looked forward to working with the LVCVA, McCarran, and the Regional Transportation Commission of Southern Nevada.

Member Maurice Wooden spoke about America's Party on December 31, 2016, and thanked the Las Vegas Metropolitan Police Department for assistance with the event.

Member Kristin McMillan congratulated Mr. Ralenkotter on the success of the 2017 CES. Ms. McMillan went on to provide the details of Preview Las Vegas on January 24 at the University of Nevada, Las Vegas, Cox Pavilion.

Member Ricki Barlow announced the City of Las Vegas State of the City on January 12 at Las Vegas City Hall. Member Barlow also recognized the Dr. Martin Luther King Jr. Parade on January 16 in Downtown Las Vegas.

Member John Lee announced the North Las Vegas State of the City on January 26 at Aliante Casino and Hotel. Member Lee acknowledged the publicity received by Faraday Future at CES and stated that the future of Clark County looked "bright" in 2017. Chair Weekly thanked Member John Lee and the North Las Vegas Police Department for efforts related to a traffic accident involving a North Las Vegas Police detective on January 6.

Member Greg Lee wished his colleagues a Happy New Year. Member Greg Lee spoke about the Rising Star Sports Ranch Resort and visitation in Mesquite, Nevada.

Treasurer Cam Walker expressed his appreciation for his nomination as Treasurer. Treasurer Walker spoke about Boulder City's droneport as well as the first place win of residents Dale Ryan and Dyanah Musgrave in the ABC show "The Great Christmas Light Fight."

Secretary Bill Noonan shared that Boyd Gaming Corporation was one of the largest private sector employers in the City of North Las Vegas. Secretary Noonan said that Boyd Gaming Corporation was a proud sponsor of the North Las Vegas State of the City and was "excited about Mayor [Member] Lee's emphasis on economic development and what he's doing in the community."

Vice Chair Chuck Bowling wished everyone a Happy New Year and recognized the opening of MGM Resorts International Park Theater at Monte Carlo on December 17, 2016.

Chair Weekly thanked the Board for their support for his nomination as Chair and noted the exciting future for the LVCVA.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Jon Astor-White, President/CEO of Las Vegas Entertainment and Sports Television, addressed the Board regarding a written proposal submitted at the August 9, 2016, Regular Meeting of the Board of Directors as well as his comments to the Board at the September 13, 2016, Regular Meeting of the Board of Directors.

Member Ricki Barlow left the meeting at 10:50 a.m.

Michael Garwood, resident, suggested a street be named after Betty Willis, designer of the Welcome to Fabulous Las Vegas sign, recognized the United States Veterans Initiative shelter, and offered his excitement for the future of Las Vegas.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 10:53 a.m.

Respectfully submitted,

Date Approved: February 14, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair



**Regular Meeting of the Board of Directors
February 14, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on February 14, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Commissioner Lawrence Weekly, Chair
Mr. Chuck Bowling, Vice Chair
Mr. Bill Noonan, Secretary
Mayor Pro Tem Cam Walker, Treasurer
Councilman Ricki Y. Barlow
Commissioner Larry Brown
Mayor Carolyn Goodman

Mr. Tom Jenkin.....absent
Mr. Gregory Lee
Mayor John J. Lee
Councilman John Marz.....absent
Ms. Kristin McMillan
Councilman George Rapson.....via telephone
Mr. Maurice Wooden

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO
Rana Lacer, Chief Financial Officer
Barbara Bolender, Chief Human Resources Officer
Cathy Tull, Senior Vice President of Marketing
Terry Jicinsky, Senior Vice President of Operations
Luke Puschnig, Esq., CEM, Legal Counsel

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 9:00 a.m. A quorum of the members was present at roll call, including Member George Rapson via telephone.

INVOCATION The invocation was delivered by Ji Haeng Zen Master of the Zen Center of Las Vegas.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Peter Guzman, President of the Latin Chamber of Commerce, detailed his “incredible” experience at the 2017 Consumer Electronics Show (CES) and expressed his appreciation to Rossi Ralenkotter, President/CEO, LVCVA staff, and community leaders for the success of the event.

APPROVAL OF THE AGENDA AND MINUTES **Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the February 14, 2017, Regular Meeting of the Board of Directors’ agenda and to approve the January 10, 2017, Regular Meeting of the Board of Directors’ minutes.**

BOARD APPOINTMENT

In accordance with the Nevada Revised Statutes (NRS), the following appointment was made to the Las Vegas Convention and Visitors Authority Board of Directors by the City of Mesquite:

From the Governing Body of the City of Mesquite..... NRS 244A.603(1)(f)
Councilman George Rapson

Chair Lawrence Weekly recognized the administering of the Oath of Office on February 6.

Member George Rapson thanked the Board and apologized for not being in attendance.

This was an information item. Not an action item.

Oath of Office was administered to the newly appointed member on February 6, 2017, by the Honorable Judge Ryan W. Toone, Justice of the Peace, Mesquite Township Justice Court.

COMMITTEES

Committee Appointments

LVCVA Board Policy mandates that Committee Members be selected by the Chairman of the Board of Directors and ratified by the Board Members.

Chair Lawrence Weekly proposed the following appointments to the Committees of the Board of Directors:

Compensation Committee Member – *Tom Jenkin*

Las Vegas Convention Center District (LVCCD) Committee Member – *Larry Brown*

Policy Committee Chair – *John Lee*

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to appoint Member Tom Jenkin to the Compensation Committee of the Board of Directors, Member Larry Brown to the LVCCD Committee of the Board of Directors, and Member John Lee as Committee Chair of the Policy Committee of the Board of Directors.

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED Presentations by the Las Vegas Convention and Visitors Authority Staff

Terry Jicinsky, Senior Vice President of Operations, delivered a video presentation highlighting CONEXPO-CON/AGG March 7-11 at the Las Vegas Convention Center (LVCC).

Cathy Tull, Senior Vice President of Marketing, delivered a video presentation on the following marketing highlights:

- Chinese New Year celebrations throughout the destination
- USA Sevens Rugby – March 3-5
- 2017 West Coast Conference Men's Basketball Tournament – March 2-7
- 2017 NASCAR Weekend – March 10-12
- Airline Updates
 - Qatar Airways begins four times weekly service from Doha, Qatar, to Las Vegas in January 2018
- Marketing Initiative Updates
 - See Vegas Campaign – United Kingdom
 - Digi Vegas FAM – January 2016
 - First National Plan for Vacation Day – January 31

Ms. Tull recognized the work thus far by Centerplate, Inc. and Senior Vice President of Operations-West John Vingas and made note of the Consumer Technology Association's (CTA) letter highlighting Centerplate's performance during CES.

Chair Lawrence Weekly also thanked Mr. Vingas and Centerplate, Inc. for the food and beverage presentation at the 2017 LVCVA Service Awards Luncheon on February 7.

Rana Lacer, Chief Financial Officer, announced that the LVCVA was awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association for the 28th consecutive year. Ms. Lacer recognized Carrie Webb, Senior Manager of Financial Resources, and Jennifer Curry-Eke, Financial Analyst, for their budget preparation efforts.

Mr. Ralenkotter noted the potential media coverage for Las Vegas during the West Coast Conference. Mr. Ralenkotter also briefly updated the Board on the status of Cashman Center with the City of Las Vegas.

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1. **Final Presidential Debate Revenue Share**

Ms. Tull requested the Board of Directors: 1) Approve a revenue share of \$611,189 from the LVCVA to the University of Nevada, Las Vegas (UNLV); 2) Authorize the LVCVA President/CEO to execute any relevant documents.

Fiscal Impact

FY 2017: \$611,189 Revenue share

Ms. Tull recognized UNLV representatives Don Snyder, Presidential Advisor for Strategic Initiatives, and Vince Alberta, Chief Marketing Officer and Vice President of Brand Integration, in the audience.

Mr. Snyder addressed the Board and stated that “this was a tremendous partnership that existed between UNLV and the LVCVA.” He thanked the LVCVA staff for their professionalism and efforts with the Final Presidential Debate on October 19, 2016.

Chair Lawrence Weekly also thanked UNLV President Len Jessup and agreed that it was a strong partnership between UNLV and the LVCVA.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Approve a revenue share of \$611,189 from the LVCVA to UNLV 2) Authorize the LVCVA President/CEO to execute any relevant documents.

ITEM 2. **U.S. Travel Association’s IPW – Washington, DC – June 3-7, 2017**

Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$149,000 for expenses associated with participation in the U.S. Travel Association’s IPW to be held in Washington, DC, June 3-7, 2017; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2017: \$149,000 Estimated expenditure

Treasurer Cam Walker moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve an estimated expenditure of \$149,000 for expenses associated with participation in the U.S. Travel Association's IPW to be held in Washington, DC, June 3-7, 2017; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 3. **Las Vegas Events – Budget Line Item Transfer Approval – Mountain West Conference Basketball – March 7-11, 2017**

Ms. Tull requested the Board of Directors: 1) Approve the FY 2017 budget transfer in the amount of \$267,730 from LVE - US Bowling Congress to LVE - Mountain West Conference Basketball Tournament; and 2) Authorize the additional distribution of funds for the Mountain West Conference Basketball Tournament taking place March 7-11, 2017.

Fiscal Impact

FY 2017:	(\$267,730)	Estimated expenditure decrease, LVE US Bowling
	<u>\$267,730</u>	Estimated expenditure increase, Mountain West Conference
	-0-	

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve the FY 2017 budget transfer in the amount of \$267,730 from LVE - US Bowling Congress to LVE - Mountain West Conference Basketball Tournament; and 2) Authorize the additional distribution of funds for the Mountain West Conference Basketball Tournament taking place March 7-11, 2017.

ITEM 4. **Trade Show Booth Technology Update and International Digital Overview**

Ms. Tull presented an update on the LVCVA's trade show booth technology project, including analytics and findings around the first three major shows where the technology was displayed. Additionally, a brief recap on International Digital Programming was provided.

Member Carolyn Goodman inquired about the number of direct nonstop flights to McCarran International Airport, to which Ms. Tull answered that she would provide such information.

This was an information item. Not an action item.

OPERATIONS DIVISION

ITEM 5. **Oversight Panel for Convention Facilities in Clark County Status Report**

Mr. Jicinsky presented a status report on the formation and initial meeting of the Oversight Panel for Convention Facilities in Clark County.

Chair Lawrence Weekly expressed his concerns with the Panel in relation to potential delays in project progression of the Las Vegas Convention Center District (LVCCD). Mr. Jicinsky described the approval process of the Panel in relation to the Board.

Vice Chair Chuck Bowling clarified that Terry Miller, LVCVA Owner's Representative and Principal of Cordell Corporation, Mr. Jicinsky, and LVCVA staff involved in the LVCCD project were the developers of any plans relating to the LVCCD and would then present such to the Panel and the Board. Vice Chair Bowling went on to explain that the Panel's role was to provide "a great level of expertise of people that have financed and built major construction projects" and to support the plan that would be presented by LVCVA staff.

Chair Weekly delineated the expertise and responsibility of the Board and reiterated the competence of its members.

Treasurer Cam Walker emphasized the importance of consistency and communication, as well as the Board's awareness of material presented to the Panel.

Member John Lee inquired about the sunset clause of the Panel, to which Mr. Jicinsky clarified. Member John Lee also asked about the collaboration between the Board and the Panel, as well as the role of the LVCCD Committee. Mr. Jicinsky outlined the roles of each entity and explained that LVCCD project discussions would be initiated with the Panel, Board, and Committee through LVCVA staff.

Secretary Bill Noonan asked if the annual LVCCD audit report required in Senate Bill No. 1 (SB1) would be presented to the Audit Committee of the Board of Directors, to which Mr. Jicinsky answered that it would. Ms. Lacer confirmed such and elaborated on specific presentations to the Audit Committee.

Member Kristin McMillan inquired about the dates for future Panel meetings, to which Mr. Jicinsky provided such dates.

Vice Chair Bowling stated that the first Panel meeting was meant to provide information that had already been presented to the Board. He added that it would be beneficial if the Board were to be provided the minutes from each Panel meeting. Treasurer Walker echoed Vice Chair Bowling's comments and suggested that the Board be provided all backup materials presented to the Panel.

This was an information item. Not an action item.

GENERAL GOVERNMENT DIVISION

ITEM 6. **Quarterly Budget and Statistical Report**

Ms. Lacer presented the LVCVA Budget and Statistical Report for the quarter ending December 31, 2016.

This was an information item. Not an action item.

ITEM 7. **Quarterly Collection Allocation**

Ms. Lacer notified the Board of Directors that tax collection allocation amounts for the second quarter of fiscal year 2017 total \$7,303,468.

Fiscal Impact

FY 2017: \$7,303,468 Expenditure

Member Carolyn Goodman requested clarification on room tax distribution percentages, to which Ms. Lacer outlined and noted the percentage change as a result of SB1's authorization of additional room tax dollars for the LVCCD and a potential Las Vegas stadium.

This was an information item. Not an action item.

ITEM 8. **Intra-Fund Budget Transfer – Information Technology**

Ms. Lacer presented an intra-fund budget transfer for fiscal year (FY) 2017.

This was an information item. Not an action item.

ITEM 9. **2017 General Obligation Bond Sale Resolution**

Ed Finger, Senior Vice President of Finance, requested the Board of Directors: 1) Approve the 2017 Sale Resolution authorizing the sale of general obligation bonds of the Las Vegas Convention and Visitors Authority (LVCVA) in the maximum principal amount of \$22,865,000; 2) Authorize the Chair of the Board to sign the resolution; 3) Authorize the President/CEO or the Chief Financial Officer to arrange for the sale of the bonds and; 4) Provide authorization to the Chief Financial Officer to execute agreements for issuance costs and for other matters related thereto.

Fiscal Impact

FY 2017: \$265,000 Estimated expenditures for cost of issuance

Member Gregory Lee asked how savings were created, to which Mr. Finger outlined.

Member Carolyn Goodman inquired if the tax exempt status of the bonds would change, to which Luke Puschnig, Legal Counsel, stated that it "would be unconstitutional" to change.

Treasurer Walker made mention of the expectations of the Debt Management Commission and advised staff to be clear and concise on debt service ratios and coverages. Mr. Finger ensured Treasurer Walker that "staff certainly feel strongly that revenue will be adequate." Ms. Lacer referenced the supporting documentation provided and expressed her appreciation of Treasurer Walker's guidance.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve the 2017 Sale Resolution authorizing the sale of general obligation bonds of the Las Vegas Convention and Visitors Authority (LVCVA) in the maximum principal amount of \$22,865,000; 2) Authorize the Chair of the Board to sign the resolution; 3) Authorize the President/CEO or the Chief Financial Officer to arrange for the sale of the bonds and; 4) Provide authorization to the Chief Financial Officer to execute agreements for issuance costs and for other matters related thereto.

ITEM 10. **Legal Counsel's Report and Recommendation(s)**

There were no new legal items to report.

This was an information item. Not an action item.

Ms. Tull and Kevin Bagger, Executive Director of the Research Center, provided the flight information requested by Member Carolyn Goodman.

DIRECTORS' RECOGNITION

Member Ricki Barlow wished everyone a Happy Valentine's Day.

Member John Lee updated the Board on various restaurant development projects in North Las Vegas. Chair Lawrence Weekly thanked Member John Lee for the North Las Vegas State of the City on January 26 at Aliante Casino & Hotel.

Member Gregory Lee announced that President's Day Weekend marked the 20th anniversary of Eureka Casino Resort and expressed his appreciation for the support from Member George Rapson and the City of Mesquite, Mesquite resort partners, and the community. Member Gregory Lee also thanked Mr. Ralenkotter and LVCVA staff for their partnership and promotion of Mesquite.

Member George Rapson thanked Member Gregory Lee.

Treasurer Cam Walker offered his appreciation to Mr. Ralenkotter, LVCVA staff, and Rob Dondero, Executive Vice President of R&R Partners, for their assistance in updating VisitBoulderCity.com. Treasurer Walker announced that Fox Smokehouse Bbq in Boulder City was tenth on Yelp's Top 100 Places to Eat in 2017.

Secretary Bill Noonan recognized the Audit Committee Meeting immediately following the Regular Meeting of the Board of Directors.

Member Kristin McMillan thanked Chair Weekly for his presentation at Preview Las Vegas on January 24 and said that it was "very well received." Member McMillan congratulated Ms. Lacer and the Finance Department for earning the Distinguished Budget Presentation Award for 28 consecutive years. Member McMillan also recognized the LVCCD project milestone in the demolition of the Riviera Hotel and Casino and completion of the Diamond Lot. She commended Mr. Ralenkotter, Mr. Jicinsky, LVCVA staff, and Mr. Miller for their efforts.

Member Carolyn Goodman expressed her excitement for the City of Las Vegas Mayor's Cup on February 18-20 and wished everyone a Happy Valentine's Day.

Member Larry Brown said he was looking forward to his Board Orientation immediately following the Audit Committee Meeting.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Ed Uehling addressed the Board about his concerns with a proposed stadium in Las Vegas and suggested lobbying at the Nevada State Legislature for redistribution of the stadium funds for additional support of the renovation of the LVCC. Mr. Uehling also thanked Mr. Finger for his presentation and explanation of the bond sales in agenda item number nine (9).

Michael Garwood, resident, recognized the 2017 Pac-12 Men's Basketball Tournament March 8-11 at the T-Mobile Arena and the 2017 NASCAR Weekend on March 10-12 at the Las Vegas Motor Speedway. Mr. Garwood also thanked Member Carolyn Goodman for her gracious comments referencing Fremont Street performers during the City of Las Vegas State of the City on January 12 at Las Vegas City Hall.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 10:17 a.m.

Respectfully submitted,

Date Approved: March 14, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair



**Audit Committee Meeting
February 14, 2017
Minutes**

The Audit Committee Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on February 14, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Audit Committee Members:

Mr. Bill Noonan, Committee Chair
Commissioner Larry Brown
Mr. Tom Jenkin.....absent
Mr. Gregory Lee
Commissioner Lawrence Weekly

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO
Rana Lacer, Chief Financial Officer
Barbara Bolender, Chief Human Resources Officer
Cathy Tull, Senior Vice President of Marketing
Terry Jicinsky, Senior Vice President of Operations
Luke Puschnig, Esq., CEM, Legal Counsel

OPENING CEREMONIES

Chair Bill Noonan called the meeting to order at 10:25 a.m. A quorum of the members was present at roll call.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

**APPROVAL OF
THE AGENDA
AND MINUTES**

Member Lawrence Weekly moved and it was carried by unanimous vote of the voting members present to approve the February 14, 2017, Audit Committee Meeting agenda, as well as the minutes of the November 7, 2016, Audit Committee Meeting.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

ITEM A. **Internal Auditor's Report**

Mike Bond, Director of Internal Audit, delivered a PowerPoint presentation updating the Committee on Internal Audit activities.

Member Lawrence Weekly inquired about the policies for credit card reimbursement, to which Mr. Bond answered that stipulations were outlined in the policies. Rana Lacer, Chief Financial Officer, added that there were specific guidelines employees must adhere to and that policies were continually evaluated and modified when appropriate.

Member Gregory Lee requested clarification on exception reports and significant findings, to which Mr. Bond clarified.

Chair Bill Noonan advised Mr. Bond to provide continual updates on the Utility Services Agreement Audit, to which Mr. Bond agreed that he would.

Chair Noonan applauded the staff development in the Audit Department and thanked Mr. Bond for the Internal Audit Rating system.

Member Larry Brown asked if there would be a staffing increase in the Internal Audit Department as a result of the Las Vegas Convention Center District (LVCCD) project. Mr. Bond answered that he did not anticipate staffing increases, but planned to propose a co-sourcing arrangement with external auditors for specific projects. Member Brown expressed the importance of future auditing as it related to the LVCCD.

Member Lee commended Mr. Bond on the advancements in the Internal Audit Department.

Chair Noonan recognized Ralph Piercy of Piercy Bowler Taylor & Kern in the audience and expressed appreciation for his services. Mr. Piercy thanked the LVCVA for the "opportunity to be of service" and stated that the responsibility of his team was taken seriously.

Ms. Lacer complimented Mr. Bond on his performance thus far with the LVCVA, recognized his engagement and value provided, and thanked the Internal Audit team.

This was an information item. Not an action item.

ITEM B. **Appointment of External Audit Firm**

Ms. Lacer outlined necessary future audits to LVCCD funds and requested that the Audit Committee recommend to the Board: 1) The reappointment of PBTK as the independent audit firm for the fiscal year ending June 30, 2017, at an estimated fee of \$47,000 and; 2) The appointment of PBTK to conduct a separate audit of the use of the revenues and the tax proceeds imposed by the Southern Nevada Tourism Improvements Act at an estimated fee of up to \$10,000 and; 3) Authorization of the Chief Financial Officer to execute the agreement.

Fiscal Impact

FY 2018: \$57,000 Estimated expenditure

Members Larry Brown and Lawrence Weekly disclosed that PBTK handled their campaign accounts.

Member Lawrence Weekly moved and it was carried by unanimous vote of the voting members present to recommend to the Board: 1) The reappointment of PBTK as the independent audit firm for the fiscal year ending June 30, 2017, at an estimated fee of \$47,000 and; 2) The appointment of PBTK to conduct a separate audit of the use of the revenues and the tax proceeds imposed by the Southern Nevada Tourism Improvements Act at an estimated fee of up to \$10,000 and; 3) Authorization of the Chief Financial Officer to execute the agreement.

SET NEXT MEETING DATE

The next Audit Committee will be at the call of the Chair.

DIRECTORS' RECOGNITION

There were no comments from the Directors.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Chair Bill Noonan adjourned the meeting at 10:51 a.m.

Respectfully submitted,

Date Approved: October 24, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Bill Noonan
Audit Committee Chair



**Special Meeting of the Board of Directors
March 8, 2017
Minutes**

The Special Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on March 8, 2017, at Cashman Center, 850 North Las Vegas Boulevard, Las Vegas, Nevada 89101. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Commissioner Lawrence Weekly, Chair
Mr. Chuck Bowling, Vice Chair.....via telephone
Mr. Bill Noonan, Secretary
Mayor Pro Tem Cam Walker, Treasurer
 Councilman Ricki Y. Barlow.....absent
 Commissioner Larry Brown
 Mayor Carolyn Goodman

Mr. Tom Jenkin.....absent
 Mr. Gregory Lee.....absent
 Mayor John J. Lee
 Councilman John Marz
 Ms. Kristin McMillan.....via telephone
 Councilman George Rapson.....absent
 Mr. Maurice Wooden

LVCVA Executive Staff in Attendance	Rossi Ralenkotter, President/CEO Rana Lacer, Chief Financial Officer Barbara Bolender, Chief Human Resources Officer Jacqueline Peterson, Chief Communications & Public Affairs Officer Cathy Tull, Senior Vice President of Marketing Terry Jicinsky, Senior Vice President of Operations Luke Puschnig, Esq., CEM, Legal Counsel
-------------------------------------	--

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 2:01 p.m. A quorum of the members was present at roll call, including Vice Chair Chuck Bowling and Member Kristin McMillan via telephone.

INVOCATION The invocation was delivered by Shari Mashhood of the Las Vegas Baha'i Center.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

APPROVAL OF THE AGENDA AND MINUTES **Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Vice Chair Chuck Bowling and Member Kristin McMillan via telephone, to approve the March 8, 2017, Special Meeting of the Board of Directors' agenda.**

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

GENERAL GOVERNMENT DIVISION

ITEM 1. **Race Sponsorship and Marketing Agreement**

Rossi Ralenkotter, President/CEO, and Cathy Tull, Senior Vice President of Marketing, provided a video presentation and requested the LVCVA Board of Directors approve: 1) The attached Race Sponsorship Agreement; 2) Authorize the President/CEO expend up to \$2,500,000 per year pursuant to the Agreement for the initial seven (7) year term; 3) Authorize the President/CEO to extend the Agreement for an additional three (3) years pursuant to the Agreement; and 4) Authorize the President/CEO to execute all necessary documents.

Mr. Ralenkotter recognized Marcus Smith, President/CEO of Speedway Motorsports, Inc. and Chris Powell, President and General Manager of Las Vegas Motor Speedway in the audience. Mr. Ralenkotter extended thanks to Michael Gaughan, Owner of South Point Hotel Casino and Spa, Rob Dondero, Executive Vice President of R&R Partners, Las Vegas Motor Speedway, and Speedway Motorsports, Inc. for their collaboration and support. Mr. Ralenkotter also recognized audience members and professional stock car racing drivers Noah Gragson, Spencer Gallagher, Brendan Gaughan, and Kurt Busch.

Member John Marz inquired about the impact of a second NASCAR race to Las Vegas, to which Ms. Tull provided the anticipated media value and visitation impact of an additional race.

Treasurer Cam Walker expressed his enthusiasm for the additional race, thanked Mr. Smith and Mr. Powell as well as Kevin Camper, Las Vegas Motor Speedway Senior Vice President of Sales and Marketing, and voiced his appreciation to each of the local stock car racing drivers.

Secretary Bill Noonan asked if there would be Live Entertainment Tax (LET) administered on the second race, to which Ms. Tull answered that following LET legislation there would not be LET for a second NASCAR race.

Member Carolyn Goodman also expressed her support.

Member Kristin McMillan communicated her excitement and thanked everyone involved with the collaboration efforts.

Vice Chair Chuck Bowling echoed the support for a second NASCAR race, as well as congratulated and thanked all involved parties.

Chair Lawrence Weekly congratulated LVCVA staff, NASCAR sponsors, Mr. Dondero, and Mr. Gaughan and expressed his appreciation for their leadership.

Member Kristin McMillan, via telephone, moved to approve and voted in favor and it was carried by unanimous vote of the voting members present, including Vice Chair Chuck Bowling via telephone, to approve: 1) The attached Race Sponsorship Agreement; 2) Authorize the President/CEO expend up to \$2,500,000 per year pursuant to the Agreement for the initial seven (7) year term; 3) Authorize the President/CEO to extend the Agreement for an additional three (3) years pursuant to the Agreement; and 4) Authorize the President/CEO to execute all necessary documents.

DIRECTORS' RECOGNITION

Member John Lee offered his congratulations.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Mr. Powell offered his gratitude to the LVCVA and emphasized the positive impact of an additional NASCAR race to Las Vegas.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 2:17 p.m.

Respectfully submitted,

Date Approved: April 11, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair



**Regular Meeting of the Board of Directors
March 14, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on March 14, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Commissioner Lawrence Weekly, Chair
Mr. Chuck Bowling, Vice Chair.....via telephone
Mr. Bill Noonan, Secretary.....via telephone
Mayor Pro Tem Cam Walker, Treasurer
 Councilman Ricki Y. Barlow.....absent
 Commissioner Larry Brown
 Mayor Carolyn Goodman

Mr. Tom Jenkin.....absent
 Mr. Gregory Lee
 Mayor John J. Lee
 Councilman John Marz
 Ms. Kristin McMillan
 Councilman George Rapson.....via telephone
 Mr. Maurice Wooden.....absent

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO
 Luke Puschnig, Esq., CEM, Legal Counsel
 Rana Lacer, Chief Financial Officer
 Barbara Bolender, Chief Human Resources Officer
 Jacqueline Peterson, Chief Communications & Public Affairs Officer
 Cathy Tull, Senior Vice President of Marketing
 Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 9:00 a.m. A quorum of the members was present at roll call, including Secretary Bill Noonan and Member George Rapson via telephone.

INVOCATION The invocation was delivered by Jimmy Monaghan of Canyon Ridge Christian Church.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Jason Kordosky addressed the Board and commented on the labor issues between the Culinary Workers Union Local 226 and Station Casinos and provided the two attached related academic studies regarding working conditions.

APPROVAL OF THE AGENDA AND MINUTES **Treasurer Cam Walker moved and it was carried by unanimous vote of the voting members present, including Secretary Bill Noonan via telephone, to approve the March 14, 2017, Regular Meeting of the Board of Directors’ agenda and to approve the February 14, 2017, Regular Meeting of the Board of Directors’ minutes.**

Chair Lawrence Weekly congratulated and thanked Rossi Ralenkotter, President/CEO, LVCVA staff, and Las Vegas Events, notably Pat Christenson, President, and Dale Eeles, Vice President of Event Development, for the announcement of an additional NASCAR race in Las Vegas. Chair Weekly also thanked members of the Board for their attendance at the Special Meeting of the Board of Directors on March 8.

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED

Presentation by Applied Analysis: Economic Impact Series

Jeremy Aguero, Principal, Applied Analysis, presented an update entitled “The Economic Impact of Southern Nevada’s Tourism and Convention Sector.”

Vice Chair Chuck Bowling joined the meeting via telephone at 9:11 a.m.

Member John Lee inquired about the future of transportation and mobility in Southern Nevada. Mr. Ralenkotter detailed the discussion and collaboration efforts in Southern Nevada in relation to transportation infrastructure, notably the National Advisory Committee on Travel and Tourism Infrastructure (NACTTI), and emphasized the importance of intermodal connectivity. Mr. Ralenkotter also discussed efforts to prioritize Southern Nevada’s transportation needs on a national level. Member John Lee acknowledged the efforts of Mr. Ralenkotter and staff and encouraged additional assistance with Southern Nevada’s mobility issues, to which Mr. Ralenkotter described specific discussions with the Nevada Legislature and emphasized the importance of the collaboration of the private and public sectors of business.

Member Carolyn Goodman thanked Member John Lee for acknowledging Southern Nevada’s transportation and mobility issues and encouraged the LVCVA to lobby the federal government to provide funding for infrastructure in Southern Nevada.

Member Kristin McMillan asked Mr. Ralenkotter what specific projects NACTTI would bring to the federal government, to which Mr. Ralenkotter answered that proposed projects specifically focused on improvements to Interstate 11. Ms. McMillan inquired about additional projects that could be brought forth, to which Mr. Ralenkotter expressed the involvement of all entities of Southern Nevada in determining the priority of projects.

Member Carolyn Goodman also encouraged focus on Interstate 15 to Barstow.

Treasurer Cam Walker requested that Mr. Aguero provide his presentation PowerPoint to the Board.

Member Larry Brown briefly discussed local transportation projects, the Regional Transportation Commission of Southern Nevada (RTC), and encouraged patience, collaboration, and communication within the public and private sectors of business. Member Brown also encouraged that Nevada Department of Transportation (NDOT) be actively involved in discussions, outlined NDOT funding, and identified federal funding projects.

Member George Rapson left the call at 9:35 a.m.

Chair Lawrence Weekly echoed Treasurer Walker’s request to provide the Board Mr. Aguero’s PowerPoint presentation and thanked Member John Lee for voicing his concerns in regards to mobility in Southern Nevada. Chair Weekly went on to encourage community collaboration and partnerships amongst the public and private sectors of business and referenced the comments of Member McMillan and Member Goodman. Chair Weekly also thanked Mr. Aguero for his presentation.

This was an information item. Not an action item.

Presentations by the Las Vegas Convention and Visitors Authority Staff

Mr. Ralenkotter announced that Las Vegas was named the #1 Tradeshow Destination for the 23rd consecutive year by Trade Show News Network, expressed the importance of the honor in relation to the expansion of the Las Vegas Convention Center (LVCC), and congratulated the LVCVA staff for their efforts.

Mr. Ralenkotter introduced Jacqueline Peterson, Chief Communications & Public Affairs Officer.

Ms. Peterson said that she looked forward to working with the Board.

Barbara Bolender, Chief Human Resources Officer, announced the launch of the LVCVA Veterans Network Group (VNG) and introduced Ted Saxman, Senior Manager of Financial Systems, as the Chair of VNG.

Mr. Saxman addressed the Board and briefly provided his background experience in the military and the industry. Mr. Saxman noted his involvement with the Las Vegas Metro Chamber of Commerce's Military Affairs Committee and stated that the VNG was aimed to assist LVCVA's military veterans and their families.

Member Kristin McMillan expressed her appreciation to Mr. Saxman and stated that the Las Vegas Metro Chamber of Commerce "would love to continue [the] partnership with the Military Affairs Committee" and the VNG.

Terry Jicinsky, Senior Vice President of Operations, delivered a video presentation highlighting the following operations highlights:

- Big League Weekend – March 25-26
- Nightclub & Bar Show – March 27-29
- The International Pizza Expo – March 27-30

Cathy Tull, Senior Vice President of Marketing, delivered a video presentation on the following marketing highlights:

- Tourism Ireland's Global Greening Initiative – March 17
- 52nd Academy of Country Music (ACM) Awards – April 2
- ACM Party for a Cause – March 30-April 2
- Airline Updates
 - Delta begins additional daily service from Santa Ana, California, to Las Vegas on April 1
 - Frontier Airlines announced daily service from Washington, D.C., three-times weekly service from Indianapolis, Indiana, four-times weekly service from Sioux Falls, South Dakota, and twice-weekly service from Bismarck, North Dakota, to Las Vegas
 - Spirit Airlines begins new daily service from Pittsburgh, Pennsylvania, to Las Vegas on June 22
- Brand Marketing in Canada
 - *What Happens Here Stays Here* ads to run during Canada's hockey season
- Appearance of Chef Timon Balloo of Sugarcane Raw Bar Grill Las Vegas on Good Morning America – February 16
- Vegas Uncork'd by Bon Appétit – April 27-30
- Valentine's Day initiative with Virgin Atlantic – London – February 14

Rana Lacer, Chief Financial Officer, announced the LVCVA was awarded the Government Finance Officer Association Certificate of Achievement for Excellence in Financial Reporting for the 33rd consecutive year and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the 10th consecutive year.

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1. **Corporate Event Marketing Association Summit Networking Event – San Diego, CA – July 31, 2017**

Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$130,000 for expenses associated with the LVCVA sponsoring the Corporate Event Marketing Association (CEMA) networking event on July 31, 2017; 2) Authorize the LVCVA President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018: \$130,000 Estimated expenditure

Treasurer Cam Walker moved and it was carried by unanimous vote of the voting members present, including Vice Chair Chuck Bowling and Secretary Bill Noonan via telephone, to: 1) Approve an estimated expenditure of \$130,000 for expenses associated with the LVCVA sponsoring the Corporate Event Marketing Association (CEMA) networking event on July 31, 2017; 2) Authorize the LVCVA President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 2. **American Society of Association Executives (ASAE) Annual Conference – Toronto, ON, Canada – August 12-15, 2017**

Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$145,000 for expenses associated with the LVCVA exhibiting at American Society of Association Executives (ASAE) Annual Conference August 12-15, 2017, in Toronto, ON, Canada; 2) Authorize the LVCVA President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018: \$145,000 Estimated expenditure

Treasurer Cam Walker moved and it was carried by unanimous vote of the voting members present, including Vice Chair Chuck Bowling and Secretary Bill Noonan via telephone, to: 1) Approve an estimated expenditure of \$145,000 for expenses associated with the LVCVA exhibiting at American Society of Association Executives (ASAE) Annual Conference August 12-15, 2017, in Toronto, ON, Canada; 2) Authorize the LVCVA President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

OPERATIONS DIVISION

ITEM 3. **Oversight Panel for Convention Facilities in Clark County Status Report**

Mr. Jicinsky presented a status report on the Oversight Panel for Convention Facilities in Clark County and the February 23 meeting.

Chair Lawrence Weekly asked if an overview of the LVCVA's mission and purpose was provided to the Oversight Panel, to which Mr. Jicinsky replied that the Oversight Panel was provided an elaborate introduction to the LVCVA, as well as a tour of the LVCC. Chair Weekly inquired about the clients involved in the design focus groups, to which Mr. Jicinsky explained that it was an interactive program involving current and potential clients.

Treasurer Cam Walker requested clarification on the Oversight Panel's role in modifying the scope of the Las Vegas Convention Center District (LVCCD) project, to which Mr. Jicinsky explained the layered approach to presenting information to the Oversight Panel, answering questions from the Oversight Panel, and incorporating any recommendations made by the Oversight Panel in the final LVCCD plan. Treasurer Walker requested that any questions asked by the Oversight Panel be presented to the Board. He also requested detailed presentations to the Board of any competitive set site tours provided to the Oversight Panel.

Member Carolyn Goodman inquired about the costs of any travel provided to the Oversight Panel members, to which Mr. Ralenkotter answered that the LVCVA was responsible for all costs. Member Goodman requested an analysis of the total cost of the Oversight Panel upon project completion. Mr. Ralenkotter stated that the process timeline of the Oversight Panel was currently without delay.

This was an information item. Not an action item.

GENERAL GOVERNMENT DIVISION

ITEM 4. **Restated Real Property Transfer Agreement and Real Property Operating Agreement Regarding Cashman Center Operations**

Mr. Ralenkotter acknowledged the support and cooperation of the City of Las Vegas and Betsy Fretwell, City Manager.

Luke Puschnig, Legal Counsel, recommended that the LVCVA Board of Directors approve: 1) The Restated Real Property Transfer Agreement regarding possible redevelopment of Cashman Center; 2) The Real Property Operating Agreement; and 3) Authorize the President/CEO to execute all necessary documents.

Ms. Lacer provided an analysis of the financial impacts of the agreements.

Fiscal Impact

FY 2018: \$0

FY 2019 and forward: Annual savings to be determined based on operating expenditure reductions and resources allocations to LVCC

Member Carolyn Goodman thanked the City of Las Vegas staff and recognized Deputy City Manager Scott Adams, as well as Economic and Urban Development Director Bill Arent in the audience. Member Goodman recognized the cost analysis of Cashman Center and impact on LVCVA funds. She also expressed her excitement for the agreement and potential use of the facility.

Member Larry Brown disclosed his employment with the Las Vegas 51s and stated that he would abstain from the vote.

Member Goodman asked if she was able to vote as the Mayor of the City of Las Vegas, to which Mr. Puschnig confirmed that there was no conflict.

Member Carolyn Goodman moved and it was carried by unanimous vote of the voting members present, including Vice Chair Chuck Bowling and Secretary Bill Noonan via telephone, with the exception of Member Larry Brown who abstained, to approve: 1) The Restated Real Property Transfer Agreement regarding possible redevelopment of Cashman Center; 2) The Real Property Operating Agreement; and 3) Authorize the President/CEO to execute all necessary documents.

Member John Lee left the meeting at 10:15 a.m.

ITEM 5. **Legal Counsel's Report and Recommendation(s)**
There were no new legal items to report.

This was an information item. Not an action item.

ITEM 6. **Audit Committee Report**

The Audit Committee met on February 14, 2017, to discuss items A and B.

Committee Chair Bill Noonan presented a report on Internal Audit activities to the Board.

No action required on item A.

Item A. Internal Auditor's Report

Committee Chair Bill Noonan gave the Committee's recommendation to the Board of Directors for item B.

Item B. Appointment of External Audit Firm

Fiscal Impact

FY 2018: \$57,000 Estimated expenditure

Ralph Piercy of Piercy Bowler Taylor & Kern (PBTk) addressed the Board and asked if there were any questions, to which there were none.

Chair Lawrence Weekly and Members Larry Brown and Carolyn Goodman disclosed that PBTk handled their campaign accounts.

Treasurer Cam Walker moved and it was carried by unanimous vote of the voting members present, including Vice Chair Chuck Bowling and Secretary Bill Noonan via telephone, to approve: 1) The reappointment of PBTk as the independent audit firm for the fiscal year ending June 30, 2017, at an estimated fee of \$47,000 and; 2) The appointment of PBTk to conduct a separate audit of the use of the revenues and the tax proceeds imposed by the Southern Nevada Tourism Improvements Act at an estimated fee of up to \$10,000 and; 3) Authorization of the Chief Financial Officer to execute the agreement.

Mr. Piercy thanked the Board for the "opportunity to be of service."

DIRECTORS' RECOGNITION

Member Gregory Lee spoke about his experience attending the 2017 PAC-12 Men's Basketball Tournament on March 8-11 and said he was proud of the visitation to Las Vegas.

Treasurer Cam Walker recognized his neighbor for being the grand marshal on March 11 at the 2017 NASCAR Weekend race and also mentioned the PAC-12 Men's Basketball Tournament.

Member Kristin McMillan announced the Business + Education (BE) Engaged Summit 2017 on March 29 at The Smith Center. Member McMillan revealed a new mentorship program geared towards educating school administration on the principles of business and noted that there would be a presentation by Google Education Evangelist Jaime Casap.

Member Carolyn Goodman announced the opening of the new Federal Courthouse in Downtown Las Vegas on March 27.

Member Larry Brown stated that "this is the year of the Cincinnati Reds."

Chair Lawrence Weekly thanked everyone and said that "lots of great things are happening in Clark County."

COMMENTS FROM THE FLOOR BY THE PUBLIC

Ed Uehling addressed the Board and expressed his concerns in regards to transportation and mobility in Southern Nevada.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 10:27 a.m.

Respectfully submitted,

Date Approved: April 11, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair

Good morning Chairman Weekly, Directors.

My name is Jason Kordosky and I am here on behalf of the Culinary Workers Union.

I am here today to bring your attention to two recent academic studies that raise serious concerns about the human rights and working conditions of employees at Station Casinos. As the third largest private employer in Nevada, Station Casino's occupational safety practices pose a significant public health question for Nevadans.

The first report, titled *Banking on Unsafe Working Conditions*, is authored by Yale and Harvard educated, former UNLV Associate Professor Fatma E. Marouf, who recently taught courses in International Human Rights Law and was the Co-Director of Boyd Law School's Immigration Clinic, Sameer Ashar, a Clinical Professor of Law at UC Irvine School of Law, and Jennifer Rosenbaum, a Human Rights Fellow at Yale Law School. In the report, the authors examine the working conditions of employees at Station Casinos and raise serious human rights concerns – foremost regarding worker health and safety.

The key allegations of human rights issues include:

- inadequate safety gear and precautions
- preventable workplace injuries
- inadequate protection from abuse by customers
- severe mental stress
- environmental hazards
- inability to take breaks
- lack of job security
- lack of social security
- excessive work without overtime pay
- discouragement of freedom of association and collective bargaining
- discrimination
- abuse of human dignity

The second report, titled *On-the-Ground Health and Safety Experiences of Non-Union Casino Workers*, is authored by Dr. Diana Romero, an Associate Professor at the City University of New York's School of Public Health, and Kathleen Flandrick, Master of Public Health. The report is the result of a blind study commissioned by the Culinary Workers Union, Local 226. The findings of the study, which were presented at the American Public Health Association's 2016 conference, "present a grim picture of work conditions related to employee health and safety risks" at Station Casinos' properties.

Notable findings from the study, which was conducted in 2015, include:

- 84.6% of respondents said that first aid supplies were not easily available at work.
- Study participants described receiving reprimands and warnings for situations such as reporting a gun in a guest's room where the guest claimed the worker had gone through his things or being blamed for a health code violation when a worker used a broken food warmer.

- 1/3 of guest room attendant respondents said they are not provided with a separate sponge/rag to clean toilets.
- 60.7% of respondents said they “feel discriminated against at work.”

On February 9, 2017, workers from nine casino hotels owned and managed by Station Casinos delivered a petition to their respective human resources departments. The petition was signed by one hundred occupational health professionals and calls on Station Casinos to assure full compliance with its responsibility to protect its workers from health and safety risks.

I think you will agree that the findings in these studies raise serious questions about the health and safety of workers at Station Casinos. As the third largest private employer in the State of Nevada, Station Casinos’ treatment of workers has sizable public health implications. It also has implications for the quality of life of Clark County families and workers in the gaming industry that is the chief engine of our local economy. We urge you to exercise the vast moral authority of your position to demand that Station Casinos assure full compliance with its obligations to provide a safe and healthful work environment for its employees.

Thank you for your time.

On-the-Ground Health and Safety Experiences of Non-Union Casino Workers:

A Focus-Group Study Stratified by Four Occupational Groups

Final Report: 10/19/16

Prepared for the Culinary Workers' Union, Local 226, Las Vegas, NV

by

Diana Romero, PhD, MA
Associate Professor and Chair
Department of Community Health and Social Sciences
CUNY Graduate School of Public Health and Health Policy
New York, NY

with

Kathleen Flandrick, MPH

ABSTRACT

Background and Objectives:

Casino hotels employ increasingly large numbers of service-sector workers in hospitality occupations that are associated with high injury rates and negative health effects. The main objective of this study was to examine health- and safety-related experiences of non-union casino workers from four job categories: guest room attendants, porters, kitchen workers, and front-of-house staff. Participants included monolingual Spanish speakers, bilingual Spanish/English speakers, and English speakers.

Methods:

Thirteen focus groups (FGs) using purposive, criterion sampling obtained an approximately equal distribution of participants (n=61) across job categories. Domains addressed by a semi-structured topic guide concerned health and safety impacts of work, job task views, workplace hazards, and management responses to injuries, among others. FG discussions were recorded, translated and transcribed. Applying grounded theory methodology, emergent themes were identified using Dedoose™ analytic software. An anonymous post-FG survey was used to collect data on demographics, and occupational health- and safety-related activities.

Results:

A total of 97 codes applied across all FGs were collapsed into seven categories: activities/exposures negatively affecting employees' health/safety; barriers to health/safety; injury/pain complaints; self-treatment/other coping mechanisms; job vulnerability/reporting problems; management policies/enforcement; lack of management concern for employees. From these categories emerged a *Dynamic Theoretical Framework of Employee Health and Safety Risk* comprised of constructs nested in a four-level hierarchical structure of: employees' work activities/exposures (Level 4), within a sense of employee vulnerability (Level 3), in a context of employer-controlled factors (Level 2), within the overarching environment of management's lack of concern for their employees' health/safety (Level 1).

Conclusions:

The supra-level construct of 'management's lack of concern' creates a negative environment where lower-level factors explicitly and implicitly jeopardize employees' health/safety, i.e., job-site exposures, supervisor noncompliance with policies, fear of job loss. Interventions targeting management's lack of concern for employee health and safety, from pro-worker, pro-employer, and 'at least do no harm' perspectives offer the greatest potential for favorably changing work-based risks at multiple levels.

INTRODUCTION AND BACKGROUND

The field of occupational health and safety is quite broad with regard to the range of occupational categories and employment settings alone. Other factors may be important to worker health and safety including geographic location, level of skill, and experience or training required, to name a few. Another factor that can be substantially related to the health and safety of workers is whether they are associated with a union. The casino industry brings together many hospitality-related job classifications and the associated health and safety issues that workers encounter. This is an area of great concern for worker health and safety and in need of further research.

The hotel industry is a major employer of low-wage service workers.¹⁻³ In fact, many of the service sector jobs at hotels are low-wage jobs that have been shown to result in a high burden of illness, injury and disability^{2,4,5} Apart from stand-alone casinos, the industry has a casino *resort* component that includes hotel rooms, restaurants and other amenities in addition to the gaming element. The hotel industry has implemented a number of upgraded hotel guest services, while relying on lean staffing practices, which has resulted in greater time and workload demands being placed on workers.³ The industry has also increased its use of contingent and temporary workers and subcontracting practices, which has been in concert with implementation of lean staffing practices resulting in greater performance demands on individuals.^{3,4} Clear differences for casino hotel service workers have been identified by city, with workers in some cities having higher average wages, being more likely to obtain health insurance that is paid for by employers, and being more likely to be covered under their employer's pension plans. One key contributor to these differences is the relative proportion of union presence in different cities.⁶

Casino properties bring together a large combination of hospitality, service-sector, low-wage employees, including those involved in food preparation, cooking, serving and clean up, bartenders, porters, housekeeping and other related jobs.⁷⁻¹² A brief review of recent (2014) national median wages per hour for several of the food-related job categories provides a clear indication of the low wages they command (food preparation, \$9.40⁸; bartenders, \$9.16⁹; cooks, \$10.16¹⁰; waiters/waitresses, \$9.01¹¹; hosts/hostesses, \$9.00¹²). Common physical hazards in the restaurant sector include musculoskeletal complaints, such as sprains, strains, and tears, as well as cuts, burns, and falls.¹³ And high levels of psychosocial stress and effort-reward imbalance among restaurant workers have also been reported.¹³ These stresses are assumed to be even greater for immigrant workers who have limited English skills and formal education.¹³ This is particularly important as the population of low-wage immigrant workers in the restaurant sector is expected to continue to grow,¹³ yet there have been limited studies of this group to date.¹³

Hotel room cleaners constitute the largest occupational group in the hotel industry and includes guest room attendants and housemen.¹ Guest room attendants are mostly female and perform repetitive physical tasks, while having low job control and being paid low wages. Additionally, there are few opportunities for career advancement.^{1,2,4} Their national median wage per hour (2014) is above that of food-related jobs although still in the realm of low-wage work (housekeeping cleaners, \$10.82¹⁴; baggage porters, \$11.48¹⁵). Common injuries among housekeepers include: shoulder injuries, bursitis of

the knee (“housemaids knee”), carpal tunnel syndrome, and persistent neck, hand and wrist pain. The trend toward guest upgrades in hotels has left housekeepers with more difficult tasks such as cleaning Jacuzzis, additional large shiny surfaces (e.g. glass, mirror, brass or marble), coffee pots (which break easily), hair dryers, new/heavier mattresses and linens,¹⁶⁻¹⁷ and in-room exercise equipment.⁴ Moreover, lean staffing procedures have resulted in hotel worker understaffing and increased workload demands.¹⁸

In one project, more than half of all housekeepers, or guest room attendants, reported experiencing time pressure, and two third skip lunch or breaks or work longer hours to complete their assignments.⁴ This is of particular importance for housekeepers because researchers have noted that workers in physically demanding jobs require breaks to recover from the physiological stress of their work. In one group of guest room attendants, the risk of fair or poor health was found to increase as their workload increased.⁴ Groups who are frequently employed as housekeepers, including women, immigrants, ethnic/racial minorities, and low-wage workers, also tend to be more exposed to occupational risks.¹ Studies have suggested an association between poor working conditions and reduced health in hotel room cleaners, with increased workloads and reports of high exposure to job stress.¹⁹ A typical scenario is frequent under-stocking of clean linens and towels, as well as scarce working equipment (e.g. vacuum cleaners, etc.), which require special efforts to obtain them, thus intensifying time pressure.

A number of studies have documented the range of work-related pain and injuries sustained by workers in the field. One study found that 75% of hotel room cleaners experience work-related pain, but that only 31% of them reported their pain to management. Some of the reasons that were reported included that it was “too much trouble” to report their pain, fear (“I was afraid”), and lack of knowledge about reporting procedures (“I didn’t know how”). This lack of reporting work-related injury and pain led to an estimated 69% of the medical costs for work-related pain in this sample being shifted from the employers to the workers.²

In a study of employer-provided records (Occupational Safety and Health Administration [OSHA] Form 300) of work-related injuries and illnesses from five unionized hotel companies, the overall injury rate for the hotel properties studied was 5.2 injuries per 100 worker-years of exposure. The rate was highest for housekeepers overall (7.9) and more so among Hispanic housekeepers (10.6). Acute trauma rates were highest in kitchen workers (4.0 per 100 worker-years) and housekeepers (3.9 per 100 worker-years).¹

In a 2005 U.S. survey (n= 622), 91% of housekeepers reported physical pain associated with their work, with 86% of them noting the pain started after they began their job as hotel housekeepers. Over three quarters (77%) said their pain interferes with routine activities and 66% reported taking medication for pain regularly, but only about two thirds (67%) with work-related pain sought medical treatment for it.²⁰ By comparison, a study in Taiwan found that while a similar percent (84%) of hotel restaurant workers experienced work-related musculoskeletal disorders in the previous month, less than 5% of workers in the study sought medical attention.²¹

Hotel workers have been identified as an under-researched population with significant problems such as musculoskeletal injuries. Less is known, however, about food service workers in hotels.¹ Health burdens

fall disproportionately on workers who are multiply disadvantaged in society and who have been under-represented and under-served in occupational health research.¹ This would speak directly to workers in the low-skill, low-wage occupational categories in casino properties. As such, the goals of this study were two-fold: 1) to obtain a deeper understanding of the health- and safety-related experiences of workers in non-union casino properties across four occupational classifications, and 2) to identify specific processes leading to worker health and safety risks. The findings from this study are intended to provide evidence-based recommendations for improving health and reducing injuries among workers.

METHODS

Study Design and Collaboration

A focus group (FG) study was designed comprising four different occupational groups: guest room attendants (GRAs), porters, kitchen workers, and front-of-house (FOH) workers.ⁱ All FG participants were non-union workers employed in one of eight different non-union casino resort properties in Las Vegas, NV. Formative development of the study materials was carried out by a collaboration between the Culinary Workers Union Local 226, an affiliate of the UNITE HERE! International Union, Las Vegas, NV, and the Worker Health and Safety Program of UNITE HERE! International Union, New York, NY. Subsequent revision of the data collection instruments and data analysis was carried out in collaboration with colleagues at Hunter College and the Graduate School of Public Health and Public Policy, City University of New York (CUNY), NY. The study received approval from the Hunter College, CUNY, Institutional Review Board (protocol #2015-C583).

Sample

Purposive, criterion sampling was employed to recruit non-union employees in the four occupational classifications. Recruitment of study participants was carried out by trained Culinary Workers Union staff. Union organizers, who regularly meet with non-union workers, followed an IRB-approved script to invite non-union workers from the pre-determined occupational groups to participate in the study. Two union staff members with social science and public health research experience guided participants through the informed consent process and moderated the focus groups (FGs). Participants were not compensated but were provided with food and beverages during the FGs. The FGs were conducted at the union office. In some FGs, one or two additional union staff were present and acted as co-moderators asking follow-up questions (“probes”) as appropriate. Translators were present in focus groups with Spanish-speaking participants to facilitate communication between the moderator and participants.

A total of 13 FGs were conducted with approximately equal distribution across occupational groups and number of participants. Specifically, three FGs each were conducted with GRAs (n=14), porters (n=16), and kitchen staff (n=16), and four FGs were conducted with FOH staff (n=15).

ⁱ GRAs refers to housekeeping staff; porters include casino porters, utility porters, internal maintenance; kitchen staff includes workers such as line cook, stove person, pantry, sanitation, food runner; FOH workers include bartenders, food and beverage servers, captains, hosts/hostesses.

Data Collection

An initial topic guide was developed and used in the first six FGs. The major question domains covered: injury and pain; job tasks/duties; employer response to reported injuries; worker training; wages and breaks; and job classification-specific questions pertaining to workload and occupational safety and health (eg, biohazard) issues. Consistent with qualitative data collection methods, this early experience informed revisions to the topic guide addressing the same issues but that better framed the questions and aligned them with the natural 'flow' of the group discussions. As such, the data collected for the next seven FGs proceeded in the following manner: typical job tasks; enjoyable and difficult tasks; aspects of work that may affect health and safety; how job may have changed in past five years, with particular emphasis on health/safety; types of injuries experienced/observed; how employer does/doesn't address employee safety and health; situations experienced/observed involving biohazards; experience working sick; recommendations for improving occupational health and safety. The FG participants then completed a brief anonymous questionnaire, with no more than 20 close-ended questions, which collected demographic, occupational, and health and safety information, as well as experience with biohazard-related activities specific to their occupational classification.

Data collection occurred between March and July 2015. All of the FGs were digitally audio-recorded. Audio files (without personal identifying information) were sent to an external company to be translated from Spanish into English, where necessary, and transcribed.

Analytic Strategy

Focus group transcripts were uploaded to the web-based Dedoose.com mixed-methods analytic software program (SocioCultural Research Consultants, v. 6.2.21). The data were coded using grounded theory methodology,²² an approach that allows for inductive emergence of themes, ie, the findings are 'grounded' in the data rather than being specifically looked for based on a priori hypotheses. First, we reviewed each transcript by coding 'repeating ideas'²³ in the data. The initial code list was reviewed and revised to generate a further refined hierarchical coding structure. In parallel with the coding process, we wrote descriptive and interpretive memos²⁴ throughout to move the analytic process toward development of a more in-depth understanding and interpretation of non-union casino workers' experiences and interaction with job-based health and safety issues. Quantitative analysis of the questionnaire data was conducted using IBM SPSS Statistics analytic software (v. 22). In addition to generating univariate statistics (frequencies and means) to describe the total sample of participants, we conducted sub-group (bivariate) analysis of health and safety exposures and practices by occupational groups.

RESULTS

The study findings are summarized below in the following order: (1) descriptive (univariate and bivariate) statistics from the individual-level, post-FG questionnaire (quantitative) data, (2) key themes from the FG-level (qualitative) data, and (3) description of the theoretical framework that emerged from the analysis. As with all analyses of qualitative data, the findings reported seek to highlight common themes from the *perspectives of the study participants*.

I. Individual-Level

Total Sample Description: Demographics, Health and Safety

A total of 61 individuals participated in 13 FGs (mean=4.7 individuals/FG), representing the four occupational groups of interest (FOH=15[25%]; Kitchen=16[26%]; GRA=14[23%]; Porter=16[26%]). Key demographic characteristics of participants were as follows: mean age was 49.1 years (range: 29-77); over half were female (59%); almost three quarters (72.1%) identified as Hispanic/Latino; under half (44.3%) did not have a HS diploma or GED, while 16.4% had some college; over half (59%) were married; and, the overwhelming majority (90.2%) had children (Table 1). With regard to work-related characteristics, mean length of employment at their current job was 11.5 years (range: 2-24), with little more than one third (36.1%) speaking English *and* Spanish on the job, just under one third (31.1%) speaking only Spanish, and about one quarter (24.6%) speaking only English.

Over three quarters (78.6%) of respondents reported having “pain/discomfort during the past year caused by work” and, among this group, just over half use pain medications “about every day” (35%) or “a few times a week” (16.7%) (Table 2). Three quarters (65.5%) have “ever had to work around a biohazard” and almost half (46.4%) had “ever had to clean up a biohazard”; however, only 15.4% said that “first aid supplies were easily available at work.” Data collected regarding *specific* biohazard exposures out of four different types revealed that the majority (38.9%) (of those who ever worked around a biohazard) had been exposed to *all* four types (blood, vomit, urine/feces *and* hypodermic needles) compared to exposure to only one of the four or a combination of two or three (range: 2.8-13.9%). Regarding a different kind of negative work-site experience, over half (60.7%) of respondents reported “ever feeling discriminated against at work.”

Occupational Sub-Groups: Demographics, Health and Safety

While 59% of the total sample was female there was a significant difference in the trend ($p < .05$) across occupational groups with less female representation in FOH positions (40%) and higher representation in GRA positions (92.9%); the converse association with males' higher representation in FOH positions (60%) and lower representation in GRA positions (7.1%) relative to their distribution in the sample (41%) is likewise noteworthy. Significantly fewer Hispanics were in FOH positions (26.7%) compared to their overall representation in the sample (72.1%) ($p < .001$). And with regard to language spoken at work by occupational category, there was a statistically significant trend ($p < .001$) with dramatically more English speakers among FOH staff (78.6%) compared to the other occupational categories as well as the sample overall (24.6%).

Several health- and safety-related variables differed by job type. There was a statistically significant difference in the trend ($p < .01$) of work-related pain by occupational category such that porters reported relatively lower levels (42.9%) and the other three occupational groups relatively higher levels (86.7-92.9%) compared to the overall sample prevalence of 78.6%. Both exposure to and having to clean up biohazards were also associated with a statistically significant difference in trends across worker type,

such that porters and GRAs reported disproportionately higher rates in exposure (100% and 85.7%, respectively; $p < .001$) and clean up (100% and 69.2%, respectively; $p < .001$).

Occupation-specific experiences. We examined issues with GRAs, porters, and kitchen staff pertaining to job-specific exposures related to health and safety (Table 3). The specific issue explored with GRAs was whether they were provided with sponges or rags solely for use with toilets and if they were provided with mops. Just over one third reported 'no' to both questions (toilet rag, 35.7%; mop, 38.5%). Porters were asked if they experienced health problems from dust exposure (yes, 42.9%), if they wanted to use masks (yes, 80%), and if they were ever told not to use masks around guests (12.5%). Finally, among kitchen staff, 42.9% reported not being able to store food at the correct temperature, and almost two thirds (64.3%) reported being required to use food past its expiration.

II. Focus Group-Level

A total of 97 codes were applied across the 13 FG transcripts. Given the stratification of FGs across four main occupational categories, job-specific codes accounted for approximately one quarter of the code structure, which aligns well with the recommendations by some to keep the total number of codes loosely between 60 and 80.²⁵ The codes fell into seven larger categories broadly pertaining to the following: activities/exposures negatively affecting employees health and/or safety; barriers to health and safety; myriad injury and chronic pain complaints; self-treatment and other coping mechanisms; job vulnerability and reporting problems; management policies and enforcement (eg, leave time, accidents/injuries, supplies/equipment, work/task assignments, staffing and training, perceived harassment and discriminatory or preferential treatment); and overall lack of management concern for employees. For the three main codes associated with injury or pain (ie, activities, exposures, and barriers to protection), we enumerated the job classification-specific reports that emerged (Table 4).

The progression from descriptive to interpretive analysis resulted in emergence of a theoretical framework comprising four key constructs nested within levels of a hierarchical structure with employee work activities and exposures (Level 4) situated within conditions pertaining to employee job vulnerability (Level 3), in the larger context of employer-controlled factors (Level 2), subsumed within an overarching environment of lack of management concern for employees (Level 1). Below we provide a detailed description of these constructs (ie, levels), the key themes within them, and the dynamic interplay between these factors in a proposed dynamic theoretical framework of employee health and safety risk (Figure 1).

FG Constructs and Themes

"Level 4" – Employees' work activities and exposures negatively affect health

This construct is at the lowest (ie, job site) level and has two key themes – employees' health being put *at risk* and the *already compromised* health of employees. The first theme of *employee health at risk* occurs as a result of a) work activities, b) work-based exposures, and c) barriers to protection or safety that can negatively affect health. There was widespread report of these three sources of health and safety risks across all four occupational groups, with FOH workers reporting relatively more activities

that cause injury or pain, GRAs reporting more exposures, and kitchen staff reporting more barriers to protection of safety procedures. The combined number of risks to health and safety across the three categories above was truly astounding (approx. 75) (Table 4). The following examples, at best, serve to provide a sense of the *range* of risks to health and safety among hospitality workers in casinos.

The combination of work activities and exposures is illustrated in this quote from a porter describing cleaning glass that “is too close and when I clean it...before, you know, you sprayed the glass cleaner and there’s already the dust on the glass, so when we wipe it out, without that mask, all this stuff goes into your nose and everything.” [FG2] Unsafe exposures included chemicals (“the sanitizer is horrible on your hands” [FG6]), wet floors (“98% of my shift”) [FG9]), violent guests (“customers throw bottles” [FG9]), and mal- or non-functioning equipment (“heavy carts flip over” [FG1]), to name a few. The list of barriers to protection was also quite extensive, ranging from GRAs fearing being trapped in a fire due to being locked in areas where they work (“They lock us down, like we’re in prison”) [FG11], to kitchens having “blocked doors...narrow spaces...and short-staffed” (FG2), to bar management disregarding employees’ doctor’s notes [FG9].

The second theme of *employee health compromised* consists of a) injuries suffered, b) ongoing chronic pain/health issues, and c) coping strategies. Injury and pain complaints were reported across all occupational groups but with a distribution such that kitchen staff had the greatest number of reports, at approximately one third more than FOH workers, double the amount of porters, and triple the amount of GRAs. There was an assortment of about nine types of injuries and pain/health complaints. Some were occupation specific and reflected relatively fewer reports (eg, burns among kitchen and FOH staff; high blood pressure among GRAs). The injuries/health complaints that were most common, from highest to lowest frequency, were as follows: 1) stress, 2) musculoskeletal, 3) cuts, 4) back pain, and 5) falls. The first two were represented in approximately three quarters of the FGS, while the last three were raised in half of the FGs. All occupational groups were represented, with the exception of FOH regarding falls and porters regarding back complaints.

Not only was stress reported extensively as evidence of compromised health, its association with *other* ways in which individuals’ health had been compromised make it particularly noteworthy. According to one server, “I hit 10 tables one night and it was like a 10-top and then an 8-top, then I hit 2-tops. And...I usually have low blood pressure...but I could feel it going up. It’s terrible you know and then I get shaky and I’m trying to juggle, you know, getting the drinks and running food, and dealing with my coworkers, and they are stressed out and we all feed off each other.” [FG9] Similarly, a GRA describes that “there have been a lot of accidents because the workers are running, are stressed. Why? Because it’s too much pressure that the company is putting on the workers...they want quality and quantity.” [FG11] A different effect of stress was provided by a kitchen worker who said “For example, I don’t sleep. I’m always telling my doctors that I haven’t slept well because of so much stress. I need, I don’t know if a psychologist or someone to help me because I’ve lost my sleep.” [FG3] And one porter put it quite succinctly: “It’s unsafe because you get stressed, you know?” [FG8]

In response to the experience of injury and health issues, workers employed *coping strategies* that were either at a personal (self-treatment) or job-site (documentation) level. Types of self-treatment included

regular use of over-the-counter (OTC) pain relief products (eg, aspirin, ibuprofen), carrying Band-Aids and antiseptic products, prescription drugs, and massage (as a cheaper alternative to chiropractic care). “Yeah, I’m always full of pills” is how one porter put it [FG2], while one kitchen worker stated, “We don’t even have Band-Aids,” to which another added, “No, they don’t give us anything.” (FG4) A sub-category of self-treatment was the need to endure pain and fatigue to keep working, which was associated with consumption of energy drinks.

The other approach to coping was at the job-site level wherein employees engaged in documentation of problematic circumstances and appeals to their supervisors. This behavior was reported in approximately two thirds of the FGs representing all four occupational groups. One FOH worker said, “I did that when I was asking for breaks one time, and I documented when I went and when I came back.” [FG10] Another FOH worker commented, however, how “sad” it is “that they’re treated so poorly at their job [that] they have to document everything.” [FG10] An assertive kitchen worker explained, “I can talk to them because I communicate a lot with them and I tell them things [to] their face. Communication, okay? You want communication? Here it is. I talk to them. ‘This and this is happening.’ They say, ‘Okay, okay, okay,’ and they don’t do it, and I go pressure them. I constantly pressure them.” [FG3]

“Level 3” – Employee job vulnerability

The next construct that emerged from the data pertained to the high level of vulnerability that employees experience in the conduct of their work. This was manifest through their experience with 1) reprimands and warnings, and associated with 2) an overall reluctance to make reports about health and safety issues on the job. This sense of job vulnerability was reported across all occupational categories although at a relatively lower level among porters as compared to the other three groups. A particularly severe yet apparently not surprising approach to an infraction was described by a porter who said “because of one guy, a part-time guy stealing money, everybody got fired. They said that’s the rule: ‘one mistake, all of the crew.’” [FG7] And according to an FOH worker, “if you bring up a human rights issue like suffering, then you’re going to be retaliated against and...get fired. You’re going to lose that job that’s 30, \$40,000 a year and you’re paying your bills and your life is hanging by a thread.” [FG10]

The concern regarding job vulnerability included dealing with equipment in disrepair, such as a case when a food warmer was not working properly. According to one kitchen worker, “...it wasn’t heating up the food properly; it didn’t have the temperature that it should have. And when there was an inspection from the Health Department they gave me a warning because, supposedly, it was my fault that the food was cold.” [FG4] In a different vein, GRAs reported a wide range of on-the-job safety concerns from extremely heavy linen carts, to poor quality or not enough gloves, to needle sticks. In one case, a GRA came across a seemingly discarded paper bag and looked inside “just to make sure you’re not throwing away something that you shouldn’t be...and found a gun.” It was reported to security and “[the GRA] got in trouble because...the guest got mad because she went through his things...it was just that bag laying there and she thought it was a VDR [vacant dirty room].” [FG01]

Ultimately, employees' descriptions of reprimands associated with their *either* working under unsafe conditions *or* reporting conditions that may have posed threats to their health or safety, represented a 'Catch-22' – essentially, employees perceive that they risk losing their jobs if they do or do not report a job safety issue. According to one porter, "Even if you get hurt, you can't say anything, because if they don't send you to the doctor, they fire you." [FG8]

"Level 2" – Employer-controlled factors that negatively affect health

This construct is the larger context within which lower levels 3 and 4 occur and comprises two themes – work site-based factors and management's subjective interactions with employees. The first theme, *work site-based factors*, consists of a) lack of training and understaffing, b) lack of supplies/equipment, and c) assignment of work shifts and tasks. Employees across occupational groups repeatedly referred to the salience of these factors in their ability (or inability) to perform their work in a safe and health protecting manner. In particular, the combination of workers not receiving adequate training, reduced staff (mostly due to financial cutbacks), and lack of necessary supplies and equipment in constant disrepair come together in the form of under-trained staff 'making do' without proper work materials in high-pressured environments due to understaffing. As one FOH staffer put it, "We don't have enough supplies a lot of times to do what we've got to do. But we just work with what we have and do the best with it." [FG10] This can play out more dramatically with actual injuries as described by one kitchen worker: "I was bleeding a lot and they didn't send me to security or anything because there was [a] shortage of people." [FG3]

Assignment of work shifts, breaks and tasks is the larger work site-based context in which these issues were experienced. Understaffing was stated as contributing to not being able to take breaks with a GRA reporting "Not ever in my 16 years I've had 30 minutes of lunch. Never." [FG12] One FOH worker commented that "the thing that floors me the most is that none of us, we don't get breaks. They don't even acknowledge that we need a break." [FG9] The issue was taken a step further with regard to even *brief* breaks as described by another FOH worker: "You're a human being and they treat you like you're in kindergarten. You're a human being and you've got to ask them when you can go to the bathroom, when you can do just basic human being things... this isn't really a safety thing but a human dignity issue." [FG10]

Employees spoke of constant changes in both their work schedules (eg, shift changes) as well as day-to-day task assignments (eg, being floaters). While irregular work schedules made it difficult to obtain needed rest, seek health care services, etc, changes in job tasks and locations might increase the likelihood of accidents and injuries associated with lack of familiarity. This experience was captured in a comment by one kitchen worker who said "they changed everything for me. Now I get in at 1am and leave at 9 in the morning. I mean, they didn't respect anything. They say the policy is to move you two hours ahead or two hours back, and they moved an entire shift." [FG6] Another kitchen worker described the ever-changing assignment of tasks as "one hour we're [doing] kitchen work, another hour I can be a stove person, another hour I can be cleaning, and another two hours I can be [doing] kitchen work." [FG 13] An FOH worker stated flatly "I lost my dad and I had to go in." [FG10]

The second employer-controlled theme is *management's subjective interaction with employees and policy non-compliance*. This pertains to actions around a) leave time, and b) worker discrimination/favoritism and harassment. In what amounts to an environment in which management seems to not follow established rules or policies, employees described numerous scenarios in which seemingly subjective decisions were made specifically around different aspects of leave time (eg, breaks, illness/FMLA, vacations), with how break times were handled being the most contentious (as described in several scenarios quoted above). Across a wider range of work settings and all occupational groups, employees recounted numerous incidents indicative of discriminatory and preferential ("favoritism") treatment, as well as outright harassment (although not reported as much among porters). For example, according to a FOH worker "as far as the favoritism goes, that's through the roof too. They pick and choose who their favorites are. If you look a certain way, if you act a certain way, they will ride you out the door." [FG10] Another participant added "they don't even go by your seniority. I have nine years working there and I get less hours, 35 hours. People that have less years working, they get 38, 39. That's not right." [FG10] Additionally, participants described feeling discriminated against for being Latino/Hispanic, not having "blue eyes," being "overweight" or "not pretty"; they also reported management's preference to fill job openings with outside applicants over possible internal candidates.

Numerous examples of harassment were recounted. One supervisor told a worker taking FMLA (Family Medical Leave Act) leave, "Okay, you take more than that, you're going to be in trouble." [FG11] A GRA offered "So it's a lot of stress involved...because they're good at harassing the workers. That's their way of trying to get rid of the people." [FG11] This was summed up by a FOH worker who said "they perpetuate a fearful environment amongst people, especially new people." [FG9] A FOH worker described that "they [management] treat the sanitation department like animals. They scare the crap out of them." [FG10] This echoed the sentiments of *many* participants across job classifications which was an overall lack of respect for workers and recognition that they be treated with dignity.

"Level 1" – Management's lack of concern for employees' health and safety

The fourth key construct identified is a single yet comprehensive component of employees' negative health and safety experiences. Specifically, from their perspective, they work in a ubiquitous environment of overall lack of concern for employees' health and safety on the part of management. This construct cut across the other key issues raised by the study participants, such that regardless of whether one was speaking about equipment in disrepair, scheduling break time, incident report policies, or job training, a constant element was management's disregard for their health and safety. When it came to accidents on the job, for example, workers spoke of both management lack of concern and policies requiring a drug test be obtained such that one stated "They are very inhumane... they don't care if you are injured" [FG4] while another declared "They care more about the drug test, than whether you are hurt or not." [FG4] For GRAs exposed to broken glass, one reported that the supervisor said, "'there's no problem because [the damage] wasn't to your person, it was [...] to the property.' I mean, they were worried about the glass, not about me." [FG1] Ultimately, many had a feeling that management cares much more for the 'bottom line' than its employees who help it get there. As captured by a kitchen worker, "we're not safe there... at work because they focus so much on the business." [FG13]

III. Dynamic Theoretical Framework of Employee Health and Safety Risk (EHSR)

The four constructs described above come together in an integrated system of factors that appear to create and perpetuate conditions leading to poor health and safety risks on the job for casino workers. Figure 1 presents a dynamic framework of employee health and safety risk (EHSR) from the study findings that depicts the *interconnectedness* of on-the-ground employee-related factors with the *larger management context* in which actions with implications for employee health occur. The EHSR framework consists of four hierarchical levels wherein factors related to employee health (Level 4; lowest) are nested within a context of job vulnerability (Level 3), which is influenced by explicit employer-controlled factors (Level 2) that are carried out in the larger environment of management's lack of concern for employees' health and safety (Level 1; highest).

The lowest level pertains to employees "on the ground" in their jobs, distinguishing between those whose health is at risk and/or already compromised (dashed ovals in Figure 1). For those *at risk*, they described a combination of work activities/tasks, exposures and barriers to protecting their safety that would threaten their health and present increased risk of injury. For those with *already compromised health*, the combination of current chronic pain, actual injuries and coping strategies perpetuated their at-risk status. As a result, it appears that there is a feedback-loop (arrows above and below the ovals) between being at risk of health and safety issues and being in a continual or worsened state of compromised health. Both of these states (comprising Level 4) appear to be strongly influenced by a larger context (Level 3) in which employees lack job stability and, therefore, feel very vulnerable in their employment. Unclear and seemingly inequitable systems of reprimand and other disciplinary actions serve as constant reminders that employees can lose their jobs, fostering an atmosphere in which individuals are reluctant to report safety concerns. As such, job vulnerability deters reports regarding safety, which in turn *promotes* unsafe working conditions.

The next level up (Level 2), in which these two prior levels are subsumed, pertains to employer-controlled factors that are either work-site based or within the context of interactions with employees. At the work-site, employers have control over employee training and staffing, equipment necessary to carry out the work, and assignment of tasks and schedules. Decisions regarding different types of leave as well as *how* other decisions are made or carried out (eg, discriminatory, preferential, hostile), while less aligned with specific work-site settings, were still largely out of the control of employees. Thus, these employer interaction and site-based factors exerted pressure downward influencing employees' sense of vulnerability, explicitly and implicitly discouraging actions to expose safety risks (Level 3), ultimately driving actions in the on-the-ground conduct of their work (Level 4) that might both increase their risks as well as fail to address unhealthful exposures that are generally out of their control.

The last level of the EHSR framework is the overarching management environment (Level 1) in which the lower three levels reside. In myriad arenas across employees' work experiences, and across all four occupational groups studied, management's lack of concern for employees' health and safety emerged. It was clear from a combination of overt actions described by study participants as well as those that might be referred to as 'acts of neglect, omission, or disregard,' that management prioritization of employees' health was not experienced by the study participants. As a result, this disregard was

demonstrated to play out across multiple levels of the work environment to directly affect unhealthy work-related exposures and activities carried out by the employees at the on-the-ground, work-site level.

DISCUSSION AND CONCLUSIONS

The findings from this focus group study of non-union casino industry workers present a grim picture of work conditions related to employee health and safety risk across the occupational classifications of front-of-house and kitchen workers, GRAs and porters. While there exists some variation in the type of health complaints and safety risks, the breadth *and* depth of negative experiences reported by the participants was striking. When examining the intersection between the frequency and severity of complaints reported by members of the different occupational groups, a salient finding is the relatively low level of negative health and safety experiences recounted by those in the porter group. Specifically, less work-related pain, fewer reports of perceived discrimination, favoritism, or harassment, and lower levels of job vulnerability were reported. That is not to say that those in this occupational group did not have noteworthy and valid concerns regarding their health and safety on the job. But rather that, compared to their counterparts in the other job classifications, there were relatively fewer and of a nature that appeared less egregious overall. We speculate if this might be related to their greater presence in the 'public eye' (eg, spaces more likely populated by customers) while carrying out their work tasks as compared to kitchen workers and GRAs, for example.

The framework of employee health and safety risk (FEHSR) that emerged from the data strongly implicates the negative impact of management's overt lack of concern for employee health as experienced by study participants. This appears to create a 'domino effect' with disregard for a wide range of employees' needs (eg, not providing consistent work schedules; penalizing time off to seek health care; responding to job-site injuries with punitive actions such as issuing warnings or requiring drug tests). As a result, these employer-controlled factors seem to perpetuate a lack of concern that plays out in lower levels of the work environment model. Specifically, the reality of job vulnerability experienced and reported by many workers is manifest in their carrying out their work with greater exposure to health and safety risks, such as being reluctant to report injuries, to request risk-reduction supplies (eg, gloves, masks) or to request time to tend to health problems. Ultimately, at the lowest level of the model – the job site – management's lack of concern for employee health and safety results in workers oftentimes carrying out tasks that both expose them to health risks (eg, using strong cleaning chemicals) and perpetuate already compromised health (eg, not using gloves due to limited supplies) in order to keep their jobs.

As with any research project, there are both limitations and strengths to this study. The study design focused specifically on non-union casino industry workers in a single geographic setting and as such may not apply to similar workers in other parts of the country or to union workers in the same city. Study participants were recruited, however, from eight different non-union casino resort properties thus increasing variability within the sample. A Spanish-speaking translator was used to translate questions posed by the moderator in English and responses in Spanish from the participants. To address the possibility of a change in the meaning of the questions resulting from the translation process, the complete audio recordings were translated and transcribed verbatim by a third party. As such, we were able to compare both questions and responses asked and answered in the two languages and rarely detected differences in meanings. In the few instances where that may have occurred, we were able to

exclude those data segments if necessary. The focus group sampling design incorporated stratification by job classification, allowing for analysis of this potentially key factor across occupational groups with regard to health and safety issues raised. A major strength of this study is the solid evidence that saturation of themes was reached. Specifically, the initial code book was established with preliminary analysis of the first half of the sample (ie, focus groups with representation from all four occupational groups). As it was subsequently applied to the rest of the dataset very few new codes were added, with the majority of subsequent 'coding' pertaining to *refinement* of the code structure (ie, hierarchical parent code/sub-code organization).

In light of the prime role that lack of management concern plays in employee health and safety risk, interventions targeting management policies and actions offer the greatest potential for favorably changing work organization risks at multiple levels. The obvious first area of focus pertains to *pre-existing* organization and governmental policies that workers report are not consistently adhered to. This can be operationalized in many ways from allowing staff to take breaks to which they are entitled, to ensuring that they have the supplies and other conditions necessary to carry out work following the safety-related procedures that they may have been trained in, to supervisors not faulting workers for reporting equipment in disrepair. These are examples of actions both within the control of management and in alignment with already established policies. The necessary element from management in these instances is *compliance* with such policies. In the case where governmental regulations exist (eg, food safety under departments of health; worker safety under OSHA), increased compliance would be associated with fewer violation-related penalties, which would presumably please management. Key questions are whether enough and adequate inspections occur and if penalties associated with violations are significant enough to motivate increased compliance.

In order to achieve greater on-the-ground compliance with existing policies from supervisors, a concurrent effort of organizational change must be implemented at the highest level of management. This pertains specifically to motivating supervisors to consider the various benefits that the organization would accrue from supporting improved work systems when it comes to worker health and safety risks. A host of arguments for doing so can be put forward, both from 'pro-worker' and 'pro-industry' perspectives.

On the *pro-worker* side, individuals who are less hampered by chronic health complaints, persistent pain, and/or injuries are likely to be more productive^{26,27} in their work activities, including fewer absences. Likewise, individuals who perform their work tasks under more safe conditions are less likely to sustain injuries. One could posit that workers who have relatively fewer health complaints and incidents involving injuries on the job might have more favorable attitudes toward their work and remain in their jobs longer. This might be associated with increased employee loyalty which could have many benefits, not the least of which may be greater commitment to the work tasks, employer, and its customers.

From the *pro-industry* perspective, there is certainly a case to be made for the benefits of reduced employee turnover, including reduced human resources time and expense associated with processing new hires, reduced training costs, less of an impact on productivity resulting from staff vacancies and the learning curve associated with new employees.²⁸ The presumed reduction in health and injury complaints that lower employee turnover rates is based on would impart other benefits to the organization. For example, lower rates of injuries would require fewer employee drug tests and associated lab costs to the employer, in addition to lost worker productivity and management time in dealing with each employee per incident.

Finally, in addition to the logic and evidence underpinning these pro-worker and pro-employer arguments for improved employee health and safety is an overarching moral imperative to 'at least do no harm.'²⁹ If one remains unconvinced that a focus on employee health and safety has the potential to benefit management, it is certainly hard to imagine a counterargument in support of placing employees at risk of injury and adverse health experiences. As such, the 'do no harm principle' would, at minimum, require employers to ensure safe work environments. For non-union employees working in the job classifications that were represented in this study the findings are clear that workers are consistently exposed to risks to their health and safety emanating from management's basic disregard. While not necessarily intended to jeopardize employees' health and safety, the pervasive lack of management concern reported by study participants is manifest in myriad ways across all levels of the framework of employee health and safety risk. The recommendation that employers prioritize concern for employee health and safety risk in day-to-day operations is admittedly on the order of 'baby steps.' Yet, if concrete operational plans are developed to do this, at least less harm will likely occur, which would be a major step in the right direction.

Service-sector industries have been growing for some time and it has been predicted that low-wage positions in the hospitality industry will likely continue on this path given the limited training needed for many jobs in this field.⁴ As such, health and safety risks for workers in these positions will continue to be an important concern. The sobering findings from this study direct us to focus our recommendations in the most pragmatic ways that non-union hospitality workers in the casino industry can be protected from the untoward health effects resulting from managements' lack of concern for their wellbeing. Both explicitly and implicitly, this perceived lack of concern was recounted across levels of the work environment from the on-the-ground setting where job tasks were carried out, through interactions with supervisors, to the highest level of employer-controlled decision-making. Specific evidence-based recommendations put forward above can begin to remedy this situation in ways that are likely to benefit both casino hospitality workers *and* their employers.

Table 1: Sample Demographics: Total and by Occupational Classification

	Total sample (n=61) % (n)	FOH (n=15) % (n)	Kitchen (n=16) % (n)	GRA (n=14) % (n)	Porter (n=16) % (n)
Age (mean years)	49.1 (SD = 9.7) Range: 29-77	44.0 (SD = 8.9) Range 29-58	51.0 (SD = 5.7) Range 41-59	49.8 (SD = 10.0) Range 33-61	51.9 (SD = 12.2) Range 40-77
Gender *					
Male	41.0 (25)	60.0 (9)	50.0 (8)	7.1 (1)	43.9 (7)
Female	59.0 (36)	40.0 (6)	50.0 (8)	92.9 (13)	56.3 (9)
Race/Ethnicity***					
Hispanic/Latino	72.1 (44)	26.7 (4)	87.5 (14)	85.7 (12)	87.5 (14)
White	16.4 (10)	60.0 (9)	0.0 (0)	7.1 (1)	0.0 (0)
Black/African American	4.9 (3)	13.3 (2)	0.0 (0)	7.1 (1)	0.0 (0)
Asian/Pacific Islander	4.9 (3)	0.0 (0)	6.3 (1)	0.0 (0)	12.5 (2)
Hispanic/Latino & White	0.0 (0)	0.0 (0)	6.3 (1)	0.0 (0)	0.0 (0)
Education					
No High School Diploma/GED	44.3 (27)	13.3 (2)	68.8 (11)	61.5 (8)	42.9 (6)
High School Diploma/GED	24.6 (15)	33.3 (5)	12.5 (2)	30.8 (4)	28.6 (4)
Trade School	3.3 (2)	6.7 (1)	0.0 (0)	0.0 (0)	7.1 (1)
Some College	16.4 (10)	33.3 (5)	18.8 (3)	0.0 (0)	14.3 (2)
Associate Degree	3.3 (2)	6.7 (1)	0.0 (0)	0.0 (0)	7.1 (1)
Bachelor's Degree	3.3 (2)	6.7 (1)	0.0 (0)	7.7 (1)	0.0 (0)
Marital Status					
Married	59.0 (36)	40.0 (6)	68.8 (11)	64.3 (9)	62.5 (10)
Not Married	41.0 (25)	60.0 (9)	31.3 (5)	35.7 (5)	37.5 (6)
Children					
Yes	90.2 (55)	80.0 (12)	100.0 (16)	85.7 (12)	93.8 (15)
No	9.8 (6)	20.0 (3)	0.0 (0)	14.3 (2)	6.3 (1)
# of Children Under 18					
1	27.9 (17)	66.7 (6)	87.5 (7)	60.0 (3)	16.7 (1)
2	11.5 (7)	22.2 (2)	0.0 (0)	20.0 (1)	66.7 (4)
3	6.6 (4)	11.1 (1)	12.5 (1)	20.0 (1)	16.7 (1)
Length of Employment (mean years)	11.5 (SD = 5.7) Range: 2-24	9.4 (SD = 3.6) Range = 4-16	12.3 (SD = 7.2) Range 2-24	12.8 (SD = 6.2) Range 3-24	11.4 (SD = 4.9) Range = 4-24
Language(s) Spoken at Work***					
English	24.6 (15)	78.6 (11)	6.3 (1)	14.3 (2)	6.3 (1)
Spanish	31.1 (19)	0.0 (0)	50.0 (8)	35.7 (5)	37.5 (6)
English & Spanish	36.1 (22)	21.4 (3)	37.5 (6)	42.9 (6)	43.8 (7)
English & Tagalog	3.3 (2)	0.0 (0)	0.0 (0)	0.0 (0)	12.5 (2)
Spanish & Tagalog	1.6 (1)	0.0 (0)	0.0 (0)	7.1 (1)	0.0 (0)
English, Spanish & Tagalog	1.6 (1)	0.0 (0)	6.3 (1)	0.0 (0)	0.0 (0)

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 2: Health- and Safety-Related Variables by Occupational Classification

	Total sample (n=61) % (n)	FOH (n=15) % (n)	Kitchen (n=16) % (n)	GRA (n=14) % (n)	Porter (n=16) % (n)
<u>Pain Caused by Work**</u>					
Yes	78.6 (44)	92.9 (13)	86.7 (13)	92.3 (12)	42.9 (6)
No	21.4 (12)	7.1 (1)	13.3 (2)	7.7 (1)	57.1 (8)
<u>Pain Medication Frequency</u>					
Never	11.7 (7)	14.3 (2)	6.3 (1)	7.1 (1)	18.8 (3)
Rarely	23.3 (14)	35.7 (5)	18.8 (3)	14.3 (2)	25.0 (4)
Few times/month	13.3 (8)	0.0 (0)	18.8 (3)	21.4 (3)	12.5 (2)
Few times/week	16.7 (10)	14.3 (2)	12.5 (2)	21.4 (3)	18.8 (3)
About every day	35.0 (21)	35.7 (5)	43.8 (7)	35.7 (5)	25.0 (4)
<u>Exposed to Biohazards***</u>					
Yes	65.5 (36)	61.5 (8)	14.3 (2)	85.7 (12)	100.0 (14)
No	34.5 (19)	38.5 (5)	85.7 (12)	14.3 (2)	0.0 (0)
<u>Biohazard Cleanup***</u>					
Yes	46.4 (26)	14.3 (2)	12.5 (2)	69.2 (9)	100.0 (13)
No	53.6 (30)	85.7 (12)	87.5 (14)	30.8 (4)	0.0 (0)
<u>First Aid Available</u>					
Yes	15.4 (8)	10.0 (1)	0.0 (0)	28.6 (4)	23.1 (3)
No	84.6 (44)	90.0 (9)	100.0 (15)	71.4 (10)	76.9 (10)
<u>Biohazard Type***</u>					
Blood	8.3 (3)	0.0 (0)	0.0 (0)	25.0 (3)	0.0 (0)
Vomit	8.3 (3)	0.0 (0)	0.0 (0)	0.0 (0)	21.4 (3)
Urine/ Feces	11.1 (4)	12.5 (1)	50.0 (1)	8.3 (1)	7.1 (1)
Hypodermic Needles	5.6 (2)	0.0 (0)	0.0 (0)	8.3 (1)	7.1 (1)
Blood & Vomit	11.1 (4)	37.5 (3)	0.0 (0)	0.0 (0)	7.1 (1)
Vomit & Urine/Feces	2.8 (1)	0.0 (0)	50.0 (1)	0.0 (0)	0.0 (0)
Blood, Vomit & Urine/Feces	13.9 (5)	50.0 (4)	0.0 (0)	0.0 (0)	7.1 (1)
Blood, Vomit, Urine/Feces, Hypodermic Needles	38.9 (14)	0.0 (0)	0.0 (0)	58.3 (7)	50.0 (7)
<u>Discrimination</u>					
Yes	60.7 (34)	83.3 (10)	56.3 (9)	53.8 (7)	53.3 (8)
No	39.3 (22)	16.7 (2)	43.8 (7)	46.2 (6)	46.7 (7)

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 3: Health- and Safety-Related Exposures, Equipment, and Job Requirements by Occupational Classification

	GRA (n= 14) % (n)	Porter (n= 16) % (n)	Kitchen (n= 16) % (n)
<i>Guest Room Attendants (GRAs)</i>			
<u>Provided sponge/rag for toilets</u>			
Yes	64.3 (9)		
No	35.7 (5)		
<u>Provided mop</u>			
Yes	61.5 (8)		
No	38.5 (5)		
<i>Porters</i>			
<u>Health problems from exposure to dust</u>			
Yes		42.9 (6)	
No		57.1 (8)	
<u>Want to use mask at work</u>			
Yes		80.0 (12)	
No		20.0 (3)	
<u>Ever told no mask around guests</u>			
Yes		12.5 (2)	
No		87.5 (14)	
<i>Kitchen</i>			
<u>Store food at correct temperature</u>			
Yes			57.1 (8)
No			42.9 (6)
<u>Ever required to use food past expiration</u>			
Yes			64.3 (9)
No			35.7 (5)

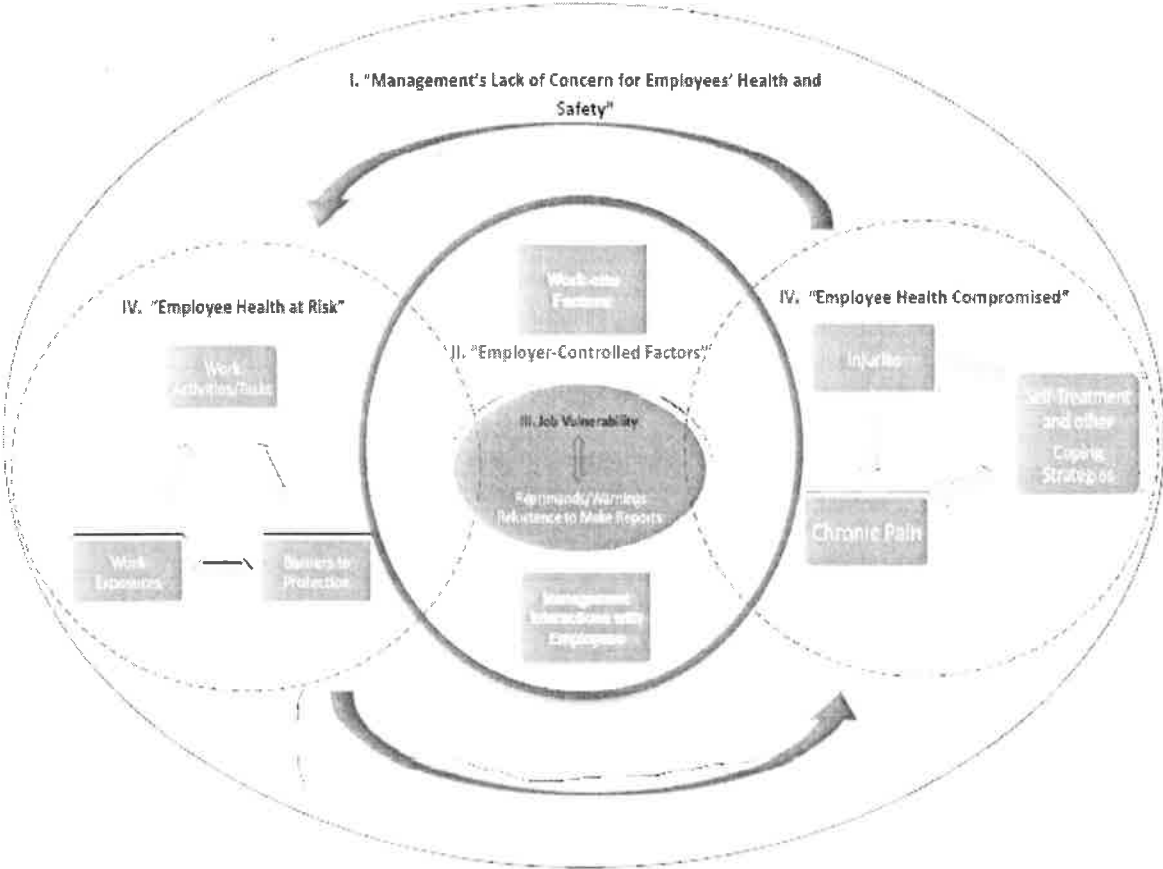
Table 4. Summary of Work-Related Causes of Injury/Pain by Job Classification: Activities, Exposures and Barriers to Protection

Job Classification	Work Activities	Work Exposures	Barriers to Protection
FOH	Lifting (kegs, beer boxes), bending; stocking coolers; carrying heavy and larger bus tubs (with dishes, glasses); hands always wet with towels for cleaning tables; moving tables and chairs; emptying trash.	Wet floors; second-hand smoke; air filters not changed; high-decibel music; threats from customers; broken glass; strong chemicals in cleaners on hands (no gloves); unsanitary guests; old/bad food provided to staff.	Poor security for violent customers; management disregard employee doctor's notes; cannot leave area for break; time pressure prevents adequate hand cleaning/care.
GRA	Pulling linens; vacuuming (trip on cord); pushing heavy carts; dusting; glass cleaning (shattering shower doors, light bulbs, etc.); picking up bundles of linens (repeated trips).	Threats from guests; cleaning air filters (dust); chemicals (bleach); biohazards (vomit); needle-sticks; carts in bad condition (heavy, tip over); vacuums in disrepair; time pressure to work quickly.	Lack keys to many locks (fire risk, 'trapped'); incompetent supervisors; don't want to risk job; low quality gloves, etc; time pressure prevents using goggles, masks.
Porter	Carrying heavy tables, chairs, trash cans; cleaning with chemicals; mopping; vacuuming; dusting; sweeping; window cleaning (arm fatigue).	Handling chemical/cleaners without training; cockroaches; old/bad food provided to staff; dust; biohazards (feces); cheap supplies (gloves); needle sticks; time pressure to work quickly.	Lack protective equipment (masks, gloves); if masks are provided, use not allowed around customers; lack special cleaners (biohazards); can't afford lost wages if sick.
Kitchen	Pushing heavy carts; dull knives (more exertion/work); handling heavy, large pans and trays; moving from cold (refrigerator) to hot (stove) areas; stocking heavy items/box crates (potatoes).	Garbage not removed (lack of bags); dull knives (cuts); using kitchen slicer (cuts); biohazards (blood); fungus; rats; cockroaches; worms (in coffee); mosquitoes; on old/bad food provided to staff; leaking, hot water; wet, oily surfaces (falls).	Blocked doors, narrow spaces not safe; carrying items that exceed weight limits; inexperienced employees hired (cheap labor); short staffed; lacking and poor quality supplies (soap, first aid, gloves cause itching); lack safety signage; food safety infractions (temperature, old leftovers, food past expiration).

Table 5. Key Analytic Constructs and Themes Comprising the Theoretical Framework of Employee Health and Safety Risk (EHSR)

CONSTRUCTS / LEVELS	THEMES/SUB-THEMES
I. Management's Lack of Concern for Employees' Health and Safety	
II. Employer-controlled Factors that Negatively Affect Health and Safety	
	A) Work site-based
	- Lack of training/understaffing
	- Supplies/equipment needed for job
	- Work/shift/task assignments
	B) Management's subjective interaction with employees and policy non-compliance
	- Leave policies (illness, vacations, breaks)
	- Worker discrimination/favoritism and harassment
III. Employee Job Vulnerability	
	- Reprimands/warnings
	- Reluctance to make reports
IV. Employees' Work Activities and Exposures Negatively Affect Health and Safety	
	A) Employee health at risk
	- Activities that cause injury
	- Exposures that cause injury
	- Barriers to protection/safety
	B) Employee health compromised
	- Injuries
	- Chronic pain/health issues/working sick
	- Coping strategies: personal (self-treatment) and job-based (documentation)

Figure 1. Framework of Employee Health and Safety Risk (FEHSR)



REFERENCES

1. Buchanan S, Vossen P, Krause N, et al. Occupational injury disparities in the US hotel industry. *Am J Ind Med*. 2010;53(2):116-125.
2. Scherzer T, Rugulies R, and Krause N. Work-related pain and injury and barriers to workers' compensation among Las Vegas hotel room cleaners. *American Journal of Public Health*. 2005;95(3):483-488.
3. Bernhardt A, Dresser L, Hatton E. The coffee pot wars: Unions and firm restructuring in the hotel industry. In: Appelbaum E, Bernhardt A, Murnane R, eds. *Low-wage America: How Employers Are Reshaping Opportunity in the Workplace*. New York, NY: Russell Sage Foundation; 2003:33-76.
4. Krause N, Lee P, Scherzer T, Rugulies R, Sinnott P, Baker R. Health and working conditions of hotel guest room attendants in Las Vegas. Prepared for the Culinary Workers Union, Local 226, Las Vegas. 2002.
5. Clougherty JE, Souza K, Cullen MR. Work and its role in shaping the social gradient in health. *Ann NY Acad Sci*. 2010;1186(1):102-124.
6. Kim M, Moir S, and Argyres A. Gaming in Massachusetts: Can casinos bring 'good jobs' to the commonwealth? Labor Resource Center Publications. 2009;4.
7. Bureau of Labor Statistics. May 2014 national industry-specific occupational employment and wage estimates: NAICS 721120 - casino hotels. http://www.bls.gov/oes/current/naics5_721120.htm. Updated 2015. Accessed February 9, 2016.
8. Bureau of Labor Statistics. Occupational outlook handbook: Food preparation workers. <http://www.bls.gov/ooh/food-preparation-and-serving/food-preparation-workers.htm>. Updated 2015. Accessed February 9, 2016.
9. Bureau of Labor Statistics. Occupational outlook handbook: Bartenders. <http://www.bls.gov/ooh/food-preparation-and-serving/bartenders.htm>. Updated 2015. Accessed February 9, 2016.
10. Bureau of Labor Statistics. Occupational outlook handbook: Cooks. <http://www.bls.gov/ooh/food-preparation-and-serving/cooks.htm>. Updated 2015. Accessed February 9, 2016.
11. Bureau of Labor Statistics. Occupational outlook handbook: Waiters and waitresses. <http://www.bls.gov/ooh/food-preparation-and-serving/waiters-and-waitresses.htm>. Updated 2015. Accessed February 9, 2016.
12. Bureau of Labor Statistics. Occupational employment and wages, May 2014: Hosts and hostesses. <http://www.bls.gov/oes/current/oes359031.htm>. Updated 2015. Accessed February 9, 2016.

13. Minkler M, Lee PT, Tom A, et al. Using community-based participatory research to design and initiate a study on immigrant worker health and safety in San Francisco's Chinatown restaurants. *Am J Ind Med.* 2010;53(4):361-371.
14. Bureau of Labor Statistics. Occupational employment and wages, May 2014: 37-2012 maids and housekeeping cleaners. <http://www.bls.gov/oes/current/oes372012.htm>. Updated 2015. Accessed February 9, 2016.
15. Bureau of Labor Statistics. Occupational employment and wages, May 2014: Baggage porters and bellhops. <http://www.bls.gov/oes/current/oes396011.htm>. Updated 2015. Accessed February 9, 2016.
16. Baumann G. The Bed Race: Hotel Companies' Everlasting Pursuit of Differentiation. *Hospitality.net.* 2006; Available at: <http://www.hospitalitynet.org/news/4027006.html>. Accessed April 22, 2016, 2016.
17. Jones C. Battle of the beds: Mounds of pillows and bedding win over guests but wear out hotel housekeepers. *SF Gate.* 2005; Available at: <http://www.sfgate.com/news/article/Battle-of-the-beds-Mounds-of-pillows-and-2556381.php>. Accessed April 22, 2016.
18. Greenhouse S. Hotel Rooms Get Plusher, Adding to Maids' Injuries. *New York Times.* April 21, 2006;National.
19. Lee PT, Krause N. The impact of a worker health study on working conditions. *J Public Health Policy.* 2002;23(3):268-285.
20. UNITE HERE. Creating luxury, enduring pain: How hotel work is hurting housekeepers. 2006.
21. Chyuan JA, Du C, Yeh W, Li C. Musculoskeletal disorders in hotel restaurant workers. *Occupational Medicine.* 2004;54(1):55-57.
22. Corbin JM, Strauss AL. *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory.* 4th ed. Los Angeles, CA: Sage; 2014.
23. Auerbach C, Silverstein LB. *Qualitative Data: An Introduction to Coding and Analysis.* New York: New York University Press; 2003.
24. Miles MB, Huberman AM, Saldada J. *Qualitative Data Analysis: A Methods Sourcebook.* 3rd ed. Thousand Oaks, CA: Sage; 2013.
25. Ritchie J, Lewis J, Nicholls CM, Ormston R. *Qualitative Research Practice: A Guide for Social Science Students and Researchers.* London: Sage; 2014.
26. Meerding WJ, IJzelenberg W, Koopmanschap MA, Severens JL, Burdorf A. Health problems lead to considerable productivity loss at work among workers with high physical load jobs. *Journal of Clinical Epidemiology.* 2005;58(5):517-523.
27. Shi Y, Sears LE, Coberley CR, Pope JE. The Association Between Modifiable Well-Being Risks and Productivity: A Longitudinal Study in Pooled Employer Sample. *Journal of Occupational and Environmental Medicine.* 2013;55(4):353-364.

28. Hancock JI, Allen DG, Bosco FA, McDaniel KR, Pierce CA. Meta-Analytic Review of Employee Turnover as a Predictor of Firm Performance. *Journal of Management*. 2013;39(3):573-603.

29. Kilcullen M, Kooistra J. At least do no harm: sources on the changing role of business ethics and corporate social responsibility. *Reference Services Review*. 1999;27(2):158-178.

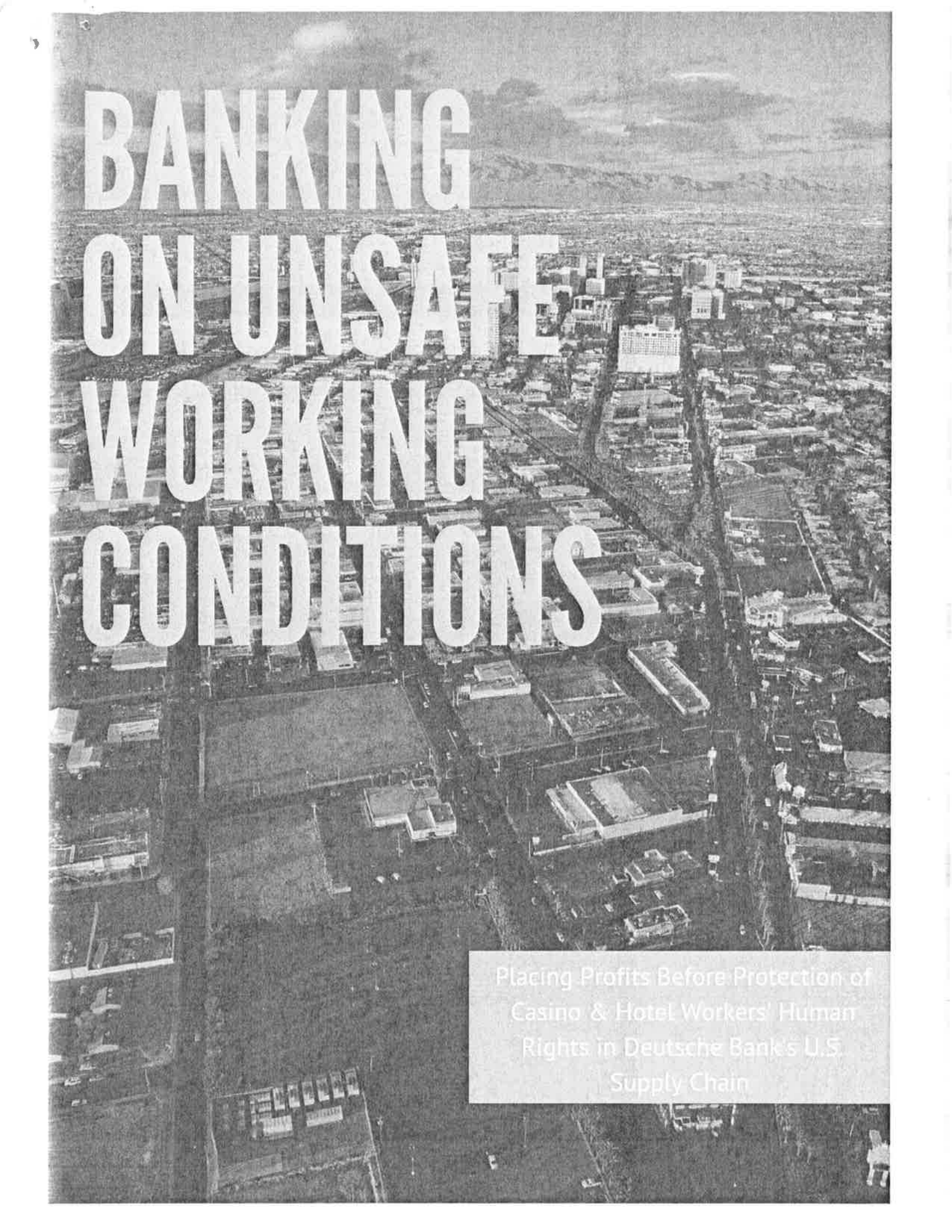
ABOUT THE AUTHORS

Diana Romero, PhD, MA, is an Associate Professor and Chair of the Department of Community Health and Social Sciences (CHASS) at the City University of New York (CUNY) Graduate School of Public Health and Health Policy. She has conducted extensive research utilizing both quantitative and qualitative research methods in various fields within public health, including maternal, child and reproductive health; health care needs and utilization among vulnerable groups such as low-income and immigrant populations; community health assessments involving a wide range of stakeholders; and, the health implications of changes in welfare and other social policies for poor families. Dr. Romero teaches graduate courses in research methods and the intersection of health and social policies.

Kathleen Flandrick, MPH, is a Research Assistant at the City University of New York (CUNY) Graduate School of Public Health and Health Policy where she is also pursuing a Doctor of Public Health degree concentrating in Community Health and Social Sciences. Her dissertation work uses quantitative and qualitative research methods to explore how precarious employment operates in low-income women's and men's daily lived experience and health. Kathleen's previous research experience includes projects related to primary prevention needs assessments, the connection between high school education experiences and community health, and the health-information privacy expectations of inner-city consumers.

ACKNOWLEDGEMENT

Funding for the study and this report was provided by the Culinary Workers Union, Local 226, Las Vegas, NV, an affiliate of the UNITE HERE International Union.

An aerial photograph of a city, likely Las Vegas, showing a river winding through the urban landscape. The city is densely packed with buildings, and mountains are visible in the distance under a cloudy sky. The text is overlaid on the left side of the image.

BANKING ON UNSAFE WORKING CONDITIONS

Placing Profits Before Protection of
Casino & Hotel Workers' Human
Rights in Deutsche Bank's U.S.
Supply Chain

BANKING ON UNSAFE WORKING CONDITIONS

**PLACING PROFITS BEFORE PROTECTION OF CASINO & HOTEL WORKERS'
HUMAN RIGHTS IN DEUTSCHE BANK'S U.S. SUPPLY CHAIN**

MAY 17, 2016

Fatma E. Marouf

Co-Director of the Immigration Clinic
University of Nevada, Las Vegas
William S. Boyd School of Law

Sameer M. Ashar

Co-Director of the Immigrant Rights Clinic
U.C. Irvine School of Law

Jennifer J. Rosenbaum

Robina Foundation Human Rights Fellow
Yale Law School

Fatma E. Marouf

Fatma Marouf is an Associate Professor of Law and Co-Director of the Immigration Clinic at the University of Nevada, Las Vegas, William S. Boyd School of Law. The courses that she teaches include International Human Rights Law and Health and Human Rights. Her scholarship addresses the intersection of immigration and international human rights. Professor Marouf has extensive experience representing immigrants at all levels of adjudication and seeks to promote justice for immigrants through her work with the Immigration Clinic. As Director of UNLV's International and Comparative Human Rights Practicum, she has examined issues at the intersection of health and labor rights, particularly the accountability of multinational corporations for human rights abuses of migrant workers in their supply chains in India. She has also served as a consultant to the United Nations High Commissioner for Refugees. Professor Marouf holds a J.D. from Harvard Law School, a B.A. from Yale University, and is a MPH candidate in Epidemiology at the Harvard T.H. Chan School of Public Health.

AUTHORS

Jennifer J. Rosenbaum

Jennifer (JJ) Rosenbaum is currently a Robina Human Rights Fellow at the Schell Center for Human Rights at Yale Law School. She is also the founding Legal and Policy Director of the National Guestworker Alliance, a United States based cross-sectoral, national membership organization of temporary foreign workers which advocates for better migration policy and improved workplaces standards across global supply chains of products and services. Ms. Rosenbaum has litigated labor and constitutional cases before trial and appellate courts, lead national policy campaigns, and testified before the United States Congress on labor issues of migrant workers. She has developed innovative theories to defend labor and community leaders from forced labor, retaliation, and abuse of law enforcement by the police and immigration agents and to advance new forms of collective bargaining with employers on global supply chains and with the state. She holds a J.D. from Harvard Law School and a B.A. from the University of Tennessee.

Sameer M. Ashar

Sameer Ashar is a Clinical Professor of Law at the University of California, Irvine School of Law and Co-Director of the Immigrant Rights Clinic. He previously served as the Associate Dean for Clinical Programs at the CUNY School of Law and has also taught at the University of Maryland and NYU School of Law. Professor Ashar has represented immigrant workers in litigation against exploitative employers in state and federal court, as well as before the National Labor Relations Board, Equal Employment Opportunities Commission, and California Division of Labor Standards Enforcement. In addition, Professor Ashar has worked on policy advocacy and community education projects with numerous immigrant organizations, including the National Day Laborer Organizing Network, UNITE HERE Local 11, Warehouse Workers Resource Center, Orange County Immigrant Youth United, RAIZ, Restaurant Opportunities Center of New York, Domestic Workers United, Andolan Organizing South Asian Workers, New York Taxi Workers Alliance, Families for Freedom, and the Workplace Project. He holds a J.D. from Harvard Law School and a B.A. from Swarthmore College.

Supporting Individuals

The following individuals have reviewed the report and agree that it raises credible and serious concerns under international human rights law and that those concerns warrant timely review and response by Deutsche Bank and Station Casinos, along with national governments and international governmental organizations with jurisdiction.

Lama Abu-Odeh
Professor of Law
Georgetown University Law Center

Muneer Ahmad
Clinical Professor of Law
Transnational Development Clinic
Worker and Immigrant Rights Advocacy Clinic
Yale Law School

Amna Akbar
Assistant Professor of Law
Civil Law Clinic
Ohio State University Moritz College of Law

Raquel Aldana
Professor of Law
Associate Dean for Faculty Scholarship
Director, Inter-American Program
McGeorge School of Law

Roxanna Marie Altholtz
Associate Director
International Human Rights Law Clinic
U.C. Berkeley School of Law

Deborah Anker
Clinical Professor of Law and Director
Harvard Immigration and Refugee Clinic
Harvard Law School

George J. Annas
William Fairfield Warren
Distinguished Professor and Director
Center for Health Law, Ethics & Human Rights
Boston University School of Public Health
School of Medicine, and School of Law

Farin Anello
Visiting Assistant Clinical Professor
Immigrants' Rights/
International Human Rights Clinic
Seton Hall University School of Law

Sabi Ardalan
Lecturer on Law and Assistant Director
Harvard Immigration and Refugee Clinic
Harvard Law School

Susan Bennett
Professor of Law
Director of the Community & Economic
Development Law Clinic
American Univ. Washington College of Law

Jacqueline Bhabha
Professor of the Practice of Health and Human
Rights, Harvard T.H. Chan School of Public
Health; Director of Research, François-Xavier
Bagnoud Center for Health and Human Rights
Harvard University; Jeremiah Smith Jr.
Lecturer, Harvard Law School; University
Advisor on Human Rights Education

Christopher Blakesley
Cobeaga Professor of Law
University of Nevada, Las Vegas
William S. Boyd School of Law

Ann Cammett
Professor of Law
Director, Family Law Practice Clinic
CUNY School of Law

Benjamin Casper
Visiting Associate Clinical Professor of Law
Director, Federal Immigration Litigation Clinic
University of Minnesota Law School

Angela Cornell
Clinical Professor of Law
Director, Labor Law Clinic
Cornell Law School

Patience Crowder
Assistant Professor of Law
Community Economic Development Clinic
University of Denver Sturm College of Law

Ariel Dulitzky
Clinical Professor of Law
Director, Human Rights Clinic
University of Texas School of Law

Bob Fulkerson
State Director
Progressive Leadership Alliance of Nevada
Reno, Nevada

Hannah Garry
Clinical Professor of Law
Director, International Human Rights Clinic
USC Gould School of Law

Patrick Haack
Assistant Professor of Business Ethics
Dept. of Strategy, Globalization, and Society
Faculty of Business and Economics
University of Lausanne, Switzerland

Luz Herrera
Assistant Dean for Clinical Education
Experiential Learning, and Public Service
UCLA School of Law

Michael Kagan
Associate Professor of Law
Co-Director of the Immigration Clinic
University of Nevada, Las Vegas
William S. Boyd School of Law

Sital Kalantry
Clinical Professor of Law
International Human Rights Clinic
Cornell Law School

Amy Kapczynski
Professor of Law
Faculty Director, Global Health Justice
Partnership
Yale Law School

Elizabeth Keyes
Assistant Professor of Law
Director, Immigrant Rights Clinic University
of Baltimore School of Law

Rabbi Jonathan Klein
Executive Director
Clergy and Laity United for Economic
Justice Los Angeles, CA

Sarah Knuckey
Lief Cabraser Assoc. Clinical Professor of Law
Director, Human Rights Clinic
Faculty Co-Director, Human Rights Institute
Columbia Law School

Jennifer Koh
Associate Professor of Law
Director, Immigration Clinic
Western State College of Law

Beth Lyon
Clinical Professor of Law
Director, Farmworker Legal Assistance Clinic
Cornell Law School

Elizabeth MacDowell
Associate Professor of Law
Director, Family Justice Clinic
University of Nevada, Las Vegas
William S. Boyd School of Law

Hope R. Metcalf
Associate Research Scholar in Law
Clinical Lecturer in Law
Executive Director, Orville H. Schell Jr.
Center for International Human Rights
Yale Law School

Alice Miller
Associate Professor (Adjunct) of Law
Associate Research Scholar
Yale Law School
Clinical Assistant Professor
Yale School of Public Health
Co-Director, Global Health Justice Partnership

Angela Morrison
Associate Professor of Law
Texas A&M School of Law

Victor Narro
Project Director, UCLA Labor Center
Lecturer, UCLA Labor and Workplace
Studies Program
Lecturer in Law, UCLA Law School

Ranjana Natarajan
Clinical Professor
Director, Civil Rights Clinic
University of Texas Austin School of Law

Manfred Nowak
Professor International Law & Human Rights
Director, Research Centre of Human Rights
Director, Ludwig Boltzmann Institute of Human Rights
University of Vienna Law School

Sarah Paoletti
Practice Professor of Law
Director, Transnational Legal Clinic
University of Pennsylvania Law School

Jayesh Rathod
Professor of Law
Director, Immigrant Justice Clinic
American Univ. Washington College of Law

Mindy Roseman
Lecturer on Law, Harvard Law School
Director, Gruber Program for Global Justice
and Women's Rights
Yale Law School

Peter Rosenblum
Professor of International Law & Human Rights
Bard College (formerly Lief, Cabraser, Heimann &
Bernstein Clinical Professor of Human Rights Law and
Faculty Co-Director of the Human Rights Institute at
Columbia Law School and Clinical Director of the
Human Rights Program at Harvard Law School)

Leticia Saucedo
Professor of Law
Director of Clinical Legal Education
U.C. Davis School of Law

David Scheffer
Mayer Brown/Robert Helman Professor of Law
Director, Center for International Human Rights
Northwestern Pritzker School of Law
Former U.S. Ambassador at Large for War
Crimes Issues (1997-2001)

Jeff Selbin
Clinical Professor of Law
Director, Policy Advocacy Clinic
Co-Director, Thelton E. Henderson
Center for Social Justice
U.C. Berkeley School of Law

Dustin N. Sharp
Assistant Professor of Human Rights
Kroc School of Peace Studies
University of San Diego

Rebecca Sharpless
Clinical Professor
Director, Immigration Clinic
University of Miami School of Law

Astrid Silva
Organizing Director
Progressive Leadership Alliance of Nevada
Las Vegas, Nevada

Catherine Smith
Professor of Law
Associate Dean of Institutional Diversity
and Inclusiveness
University of Denver Sturm College of Law

Jayashri Srikantiah
Professor of Law
Director, Immigrants' Rights Clinic
Stanford Law School

Elissa Steglich
Clinical Professor
Immigration Clinic
University of Texas Austin School of Law

Fran Quigley
Clinical Professor of Law
Director, Health and Human Rights Clinic
Indiana University McKinney School of Law

William P. Quigley
Professor of Law
Director, Loyola Law Clinic
Director, Gillis Long Poverty Law Center
Loyola University New Orleans College of Law

Lucie White
Louis A. Horvitz Professor of Law
Harvard Law School

Michael Wishnie
William O. Douglas Clinical Professor of Law
Deputy Dean for Experiential Education
Director, Jerome N. Frank Legal
Service Organization
Yale Law School

Table of Contents

I. EXECUTIVE SUMMARY.....	1
A. Key Findings.....	3
B. Key Recommendations.....	5
II. METHODOLOGY.....	6
III. BACKGROUND.....	8
A. Job Cuts and Corporate Restructuring	8
B. Ongoing Unionization Efforts.....	9
C. Economic Recovery and Continued Understaffing	12
IV. THE INTERNATIONAL HUMAN RIGHTS FRAMEWORK.....	14
A. Applicability of Human Rights Norms to Deutsche Bank and Its Business Partners	14
B. Discussion of Specific Human Rights Norms Relevant to the Workplace.....	17
1. Health and Safety	18
2. Rest Periods and Sick Leave.....	19
3. Fair Remuneration	19
4. Job Security	20
5. Social Security	20
6. Freedom of Association and Collective Bargaining	22
7. Nondiscrimination.....	22
8. Dignity.....	23
V. FINDINGS.....	24
A. Right to Health and Safety	24
1. Physical Health and Safety.....	24
2. Mental Health.....	30
3. Environmental Health and Hygiene	31
B. Rights to Daily Rest Periods and Paid Sick Leave	33
1. Daily Breaks	33
2. Paid Sick Leave	36

Table of Contents

continued

C.	Right to Fair Remuneration.....	37
1.	Excessive Workload Without Overtime Pay	37
2.	Working off the Clock or With a Broken Clock	40
3.	Being Assigned Tasks Outside of the Job Description	40
D.	Right to Job Security.....	41
1.	Unpredictable Hours of Employment	41
2.	Fear of Reporting Injuries and Taking Time Off Due to Illness.....	41
3.	Inadequate Grievance Procedure	42
E.	Right to Social Security	42
1.	Inadequate or Unaffordable Health Insurance.....	42
2.	Inadequate Retirement Plans	43
F.	Right to Freedom of Association and Collective Bargaining	43
G.	Right to Nondiscrimination	45
H.	Right to Dignity	47
VI.	APPLICABILITY OF HUMAN RIGHTS NORMS TO FINDINGS	48
A.	Safe and Healthy Working Conditions	48
B.	Daily Breaks and Sick Leave.....	48
C.	Fair Remuneration	48
D.	Job Security	49
E.	Social Security	49
F.	Freedom of Association and Collective Bargaining	49
G.	Nondiscrimination	49
VII.	RECOMMENDATIONS	50
A.	Recommendations for Deutsche Bank	50
B.	Recommendations for Station Casinos.....	50
C.	Recommendations for Federal and State Governments	51
D.	Recommendations for International Organizations.....	53
VIII.	CONCLUSION.....	53

"Sometimes I want to crawl out of work because I'm in so much pain. I cry but management just says, 'Keep working Maria.'"

- Maria, a housekeeper at Palace Station (see more of her story on p. 27)

I. EXECUTIVE SUMMARY

This report examines working conditions for employees of Station Casinos LLC, which is the third largest private employer in Nevada.¹ The report is based on interviews with 101 employees and raises serious human rights concerns related primarily to casino and hotel workers' health and safety. Deutsche Bank, a multinational corporation based in Frankfurt, Germany is a partial owner of the company.

On April 27, 2016, a few weeks before this report was published, Station Casinos had its initial public offering (IPO) under the name of a newly created holding company called Red Rock Resorts, Inc.² As a result of that IPO, which was underwritten by Deutsche Bank and other investment banks, Deutsche Bank's share of the company was reduced from 25% to 16-18%, and the Bank relinquished its governance rights. When

¹ See Vegas Inc., *The List: Largest Private Employers*, March 20, 2016, available at <http://vegasinc.com/business/public-record/2016-mar/21/the-list-largest-private-employers-march-20-2016/>.

² Red Rock Resorts Inc. has no assets other than its ownership and voting interest in Station Casinos LLC. See Red Rock Resorts, Inc., Amendment No. 5 to S-1 Form filed with the SEC on April 15, 2016, at p. 36. This report refers to the company as "Station Casinos" since that is how the workers refer to it.

Deutsche Bank was informed of the human rights concerns discussed in this report, it responded by asserting that it had no role to play since it no longer had governance rights and previously had agreed not to interfere in Station Casinos' operations.

The position that Deutsche Bank has taken impedes its ability to fulfill its preexisting human rights commitments under the international instruments it has agreed to follow, including the UN Global Compact, the UN Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and its own Statement on Human Rights. Deutsche Bank's position also conflicts with its self-proclaimed status as a leader in the area of business and human rights.³ This report calls on Deutsche Bank to investigate and address the adverse human rights impacts alleged by the workers interviewed for this report, which are linked to its operations through its business relationship with Station Casinos.⁴

The report also calls on Station Casinos to investigate and address the allegations of its employees. This is not the first time that Station Casinos' employees have reported violations of their rights. In 2012, the National Labor Relations Board (NLRB) found that Station Casinos had committed over 80

³ See Deutsche Bank's website at https://www.db.com/en/en/positions/human_right_s.htm and <https://www.db.com/en/en/concrete-responsible-governance.htm>; Deutsche Bank Statement on Human Rights I (2015); Viktoriya Borysova and Dr. Antje Stobbe, *Deutsche Banks, Sustainability at Deutsche Bank, Paris:London, 16-18 Nov 2015* at p. 22.

⁴ See UN Human Rights Office of the High Commissioner, *Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect, and Remedy Framework,"* Principle 13(b), 2011.

unfair labor practices, violating workers' rights to freedom of association and collective bargaining.⁵ Since that time, Station Casinos' employees have been protesting by the hundreds to obtain better working conditions.⁶

This report adds a new dimension to the narrative by highlighting fundamental health and safety concerns that have thus far received little public attention. These include allegations of inadequate safety gear, workplace injuries due to defective machinery, inadequate protection from abuse by customers, negative repercussions for reporting injuries and unsafe conditions, environmental hazards, inability to take breaks due to excessive workloads, severe mental stress related to understaffing, lack of job security, inadequate benefits, and fear of being disciplined for calling in sick.

In addition, workers reported feeling scrutinized and disparaged for supporting the Culinary Workers' Union 226 ("Union"). They expressed fear of being disciplined or fired for making one wrong move. In April 2016, an employee named Hilda Sanchez, who has been actively involved with the Union and even traveled to Deutsche Bank's headquarters in Frankfurt with a delegation from the

Union in 2011, was fired from her job as a housekeeper for reasons that she alleges were pretextual and retaliatory, according to her NLRB complaint.



Norma Flores, who works at Fiesta Henderson, distributing fliers outside Deutsche Bank's Frankfurt headquarters in 2012. Another interviewee, Hilda Sanchez, had met with Deutsche Bank in 2011 (see quote of her story on p. 44).

The key allegations, summarized below raise serious concerns about abuses of the human rights to the highest attainable standard of physical and mental health, as well as to just and favorable conditions of work. In addition, although the interviews indicated improvements in the area of freedom of association since the NLRB's decisions, the allegations of less favorable treatment of Union supporters and retaliation merit further investigation by Station Casinos and Deutsche Bank.

⁵ Station Casinos d/b/a Place Station Hotel and Casino, 348 NLRB No. 77, p. 3 (2012); Station Casinos d/b/a Place Station Hotel and Casino, 358 NLRB No. 153, p. 1 (2012).

⁶ See, e.g., Amanda Finnegan, *Union Supporters Arrested at Protest of Station Casinos*, LAS VEGAS SUN, March 23, 2011; Mark Thomas, *Casino Workers on Hunger Strike*, CBS LAS VEGAS, April 19, 2012; Nikki Bowers, *3 Arrested in Culinary Union Protest, Station Casinos Responds*, CHANNEL 8 NEWS, Oct. 10, 2014; Jacqui Heinrich, *Workers Rally for a Union at Station Casinos*, CHANNEL 13 ACTION NEWS, Dec. 11, 2014; *Union Delivering Coal to Station in Labor Dispute*, ASSOCIATED PRESS, Dec. 10, 2014; Ricardo Torres, *No Arrests as Culinary Lead Protest at Palace Station*, LAS VEGAS SUN, Feb. 12, 2016.

A. Key Findings

The key allegations are as follows:

Inadequate safety gear and precautions

- ✦ Workers reported inadequate supplies of safety gear, such as gloves, masks, and goggles, as well as broken emergency eyewash stations;
- ✦ Housekeepers reported being required to clean rooms with biohazards in them, including blood, vomit and excrement, without proper chemicals or training;

Preventable workplace injuries

- Workers reported numerous on-the-job injuries, including cuts, burns, eye infections, torn ligaments, twisted ankles, fractures, broken bones, and slip-and-falls;
- ✦ Workers reported defective machinery, such as leaking dishwashers, broken steamers, a broken refrigerator, a broken sewer pipe, a leaking gas line, and broken carts that put workers in danger and resulted in some of the injuries mentioned above;
- ✦ Workers reported feeling afraid to report injuries and unsafe conditions because they feared being disciplined for doing so;

Inadequate protection from abuse by customers

- ✦ Housekeepers spoke of having been abused by guests while cleaning hotel rooms and then experiencing negative repercussions, or receiving no assistance from management upon reporting the incident, or feeling afraid to report incidents;

Severe mental stress

- ✦ Workers reported excessive workloads and extreme stress due to understaffing, resulting in some workers being taken by ambulance to the hospital for panic attacks;

Environmental hazards

- ✦ Workers reported infestations of cockroaches and rodents at certain properties;
- ✦ Workers reported having an inadequate supply of cleaning products and inadequate time to clean hotel rooms and food preparation areas properly;
- ✦ Workers reported very poor air quality in some of the properties due to smoke, and some experienced persistent respiratory problems;

Inability to take breaks

Workers reported being forced to skip their breaks, including lunch breaks, in order to complete excessive workloads;

Some workers reported not having time to use the restroom, while others reported being reprimanded for stopping to use the restroom;

Lack of Job Security

On-call workers reported lack of job security due to unpredictable hours;

Workers described fear of being disciplined or fired if they called in sick;

Lack of Social Security

Workers reported minimal benefits, including inadequate health insurance and retirement plans, and no paid sick leave;

Part-time, on-call, and temporary workers have no health insurance;

Excessive work without overtime pay

Workers reported being given more work than could reasonably be accomplished in a regular workday and being expected to do it without receiving overtime pay;

Workers reported being forced to work with a broken clock and receiving or being threatened with discipline for clocking out late;

Discouragement of Freedom of association and collective bargaining

Although the interviews indicated improvements in this area, some workers who support the Union reported being more closely scrutinized by management and felt management was looking for excuses to discipline or fire them;

Discrimination

The vast majority of workers did not report any discrimination, but some alleged discrimination based on sex, race, language, and political or other opinion (Union affiliation);

Abuse of Human Dignity

Workers reported that they were not treated with dignity and respect.



4. Key Recommendations

Based on these allegations, we recommend that Station Casinos and Deutsche Bank investigate and address the health and safety issues identified in the report, including by: (1) providing adequate safety equipment to protect workers; (2) ensuring that existing policies addressing health and safety issues are being properly implemented, or developing such policies if none exist; (3) promptly fixing defective machinery and broken equipment that can result in workplace injuries; (4) eliminating any infestations that create health risks; (5) monitoring and maintaining acceptable air quality in the casinos; (6) hiring necessary employees to reduce the mental and physical strain on workers; and (7) offering adequate benefits, including paid sick leave. Trainings should also be provided on labor and employment rights, as well as nondiscrimination policies, to encourage reporting and reduce fear of retaliation.

In addition, we recommend that Deutsche Bank apply its Environmental and Social Reputational Risk Framework (ES Risk Framework) and due diligence procedures to Station Casinos in order to determine whether its human rights commitments allow it to maintain a business relationship with the company, including investing, lending, underwriting transactions, or otherwise provides client services. Deutsche Bank should consult directly with employees of Station Casinos during this due diligence process and ensure that any investigator hired to look into human rights abuses is fully

independent and agreed upon by other stakeholders, including the workers.

We further recommend that Deutsche Bank's Centre for Sustainable Finance/ESG Office work closely with the Legal Department to ensure that the Bank's interpretation of its human rights commitments is consistent with the international instruments it has agreed to follow, including the UN Global Compact, UN Principles on Business and Human Rights, OECD Guidelines for Multinational Enterprises, and its own Statement on Human Rights.

In its response to this report, Deutsche Bank indicated it was not responsible because it had relinquished governance rights in Station Casinos as a result of the IPO that occurred in late April 2016. However, the Bank's human rights responsibilities under the instruments mentioned above are by no means limited to situations where it has governance rights. As a partial owner, lender, and underwriter, Deutsche Bank continues to have multiple business relationships with Station Casinos and should recognize that these relationships trigger human rights responsibilities.

Deutsche Bank also asserted that even when it had governance rights, those rights were limited by an agreement imposed by gaming regulators not to interfere in any way with the operations of Station Casinos. We recommend that Deutsche Bank's management consult with the Corporate Social Responsibility department before entering into any agreement that may prohibit it from fulfilling its human rights commitments.

II. METHODOLOGY

This report was prepared by Professor Fatma Marouf, Co-Director of the Immigration Clinic at the University of Nevada, Las Vegas (“Clinic”), which represents three of the workers who were interviewed for the report, and law students working under her supervision.⁷ Professor Sameer Ashar, Co-Director of the Immigrant Rights Clinic at U.C. Irvine, and Jennifer Rosenbaum, Robina Foundation Human Rights Fellow at Yale Law School, also helped draft and edit the report.

The Clinic was asked by the Union to conduct a human rights analysis of working conditions in casinos and hotels owned by Station Casinos. The Union’s primary concerns involved possible abuses of the rights to freedom of association and collective bargaining, access to health care, and job security. In 2014, Clinic students prepared a detailed questionnaire that addressed a wide range of issues relevant to the workplace, including but not limited to the concerns identified by the Union. The questionnaire addressed, among other things, health and safety, hours of work, breaks, remuneration, freedom of association and collective bargaining, discrimination, and harassment.

Between February and May 2015, Clinic students interviewed 101 workers. A few follow-up interviews with some of the workers were done in April-May 2016. The workers included cooks, kitchen workers, porters, housekeepers, food and beverage servers, buffet workers, dining room attendants, and sanitation workers. They were primarily full-time workers, but also included some part-time and on-call workers.

The interviewees worked at nine major hotel-casinos owned by Station Casinos: Red Rock Casino, Resort and Spa; Green Valley Ranch Resort, Casino & Spa; Palace Station Hotel & Casino; Sunset Station Hotel & Casino; Boulder Station Hotel & Casino; Santa Fe Station Hotel & Casino; Texas Station Gambling Hall & Hotel; Fiesta Henderson; and Fiesta Rancho.

All of the workers who participated did so voluntarily and were not compensated in any way. They were informed of the nature of the interview and how the information that they shared might be used. The workers that we interviewed all participate in the Union’s organizing efforts, since one of the fundamental rights that we wanted to examine was freedom of association. The Union arranged the interviews, which took place either at the Union’s office or at the workers’ homes.

Approximately 80 percent of the workers that we interviewed were Latinos, many of them immigrants. The majority of the workers spoke Spanish as their primary language and did not speak fluent English. One of the four Clinic students who conducted the interviews spoke Spanish. The other Clinic students used interpreters who were Union

⁷ This work is the sole product of its authors and does not represent the views of the Nevada Board of Regents, the University of Nevada, Las Vegas, the UNLV Boyd School of Law, or any of its units.

employees trusted by the workers. The interviews usually lasted between one and two hours. The majority of interviews were conducted with a single worker. Some were conducted with groups of two or three workers with responses recorded separately. In some cases, family members or Union employees were present during interviews.

Both Deutsche Bank and Station Casinos were informed of the key allegations and our preliminary recommendations and given an adequate opportunity (two weeks) to respond. We offered to meet or speak with representatives from both companies to discuss the draft report in detail, but neither requested a meeting or phone call.

Deutsche Bank's Legal Department responded by email, stating that the Bank had relinquished its governance rights and, prior to that, had agreed not to interfere in Station Casinos' operations. Deutsche Bank did not address the substance of the allegations or answer questions about whether the Bank had previously used its due diligence protocols when Station Casinos' employees had previously brought human rights concerns to the Bank's headquarters in 2011 and 2012.

Station Casinos' response also did not address the substance of the allegations, except to say that the "claims are simply without merit." Rather, Station Casinos challenged the methodology of the report based on the Union's involvement, due to what it described as the Union's "past practices of seeking to pressure Station to agree to a 'card check recognition' rather than the favored

process of a secret ballot election under the protections of the National Labor Relations Board." Although this report takes no position on Unionization or the method that should be used in deciding whether or not to Unionize, Station Casinos suggested that by preparing this report, the authors were "opposing democracy in the workplace." Station Casinos further asserted that "the information appears to have been gathered in a manner designed to support a conclusion that was reached prior the initiation of the project."

In human rights research, it is typical to focus on individuals who report having experienced abuses and for concerned local groups, including Unions, to approach an organization such as a law school clinic about an issue they believe needs further investigation. In fact, the Lund-London Guidelines encourage human rights researchers to collaborate with other organizations.⁸

The report was drafted and edited between April 2015 and May 2016. The Union had no input as to the content of the report, which is based solely on the interviews with the workers and the authors' own desk research. None of the authors have been involved with the Union's campaign concerning Station Casinos.⁹

⁸ See International Bar Association: Human Rights Institute, *Guidelines on International Human Rights Fact-Finding Visits and Reports ("Lund-London Guidelines")*, ¶¶ 4, 86, 1 June 2009, available at: <http://www.refworld.org/docid/4a39f2fa2.html>,

⁹ Sanger Asbar and Jennifer Rosenbaum had no prior involvement with the Union, Fatma Marouf's prior involvement was limited to serving on the UNLV/Culinary Union Brain Trust in 2012-13, a committee that she was asked to join by UNLV, and giving an educational workshop organized jointly by the Union and the UNLV Boyd School of Law on Deferred Action for Childhood Arrivals.

In the interest of protecting the workers who spoke with us from retaliation and other potential forms of harm, their names and other identifying information have generally been withheld from the report and only numbers are used in citing the interviews. A few workers gave informed consent to be identified in the report in order to give a human face to the alleged abuses.

III. BACKGROUND

A. Job Cuts and Corporate Restructuring

Deutsche Bank is the largest Bank in Germany and one of the largest financial institutions in the world; it has assets worth \$1.84 trillion, over 100,000 full-time employees, a presence in 70 countries, and 2,790 branches worldwide.¹⁰

In late 2007, Deutsche Bank began lending significant amounts of money to Station Casinos, a gaming and entertainment company in Nevada that was established in 1976.¹¹ Station Casinos' net revenue started dropping in 2008 and continued to drop through 2009, during which time the company fired 3,000 employees.¹² In June 2009, Station Casinos filed for Chapter 11 bankruptcy with over \$6 billion in debt.¹³

¹⁰ Deutsche Bank, Annual Report 2015, at p. 32.

¹¹ See 10-K Form for Station Casinos for year ending December 31, 2008, filed 3/5/2009, at p. 107 (referencing credit agreements with Deutsche Bank dated November 7, 2007 and February 7, 2008).

¹² Station Casinos' 10-K forms, available at <http://phx.corporate-ir.net/phoenix.zhtml?c=103083&p=irol-sec>.

Station Casinos emerged from bankruptcy on June 17, 2011, with the assistance of a land loan in the amount of \$105 million and two other loans in the amounts of \$1.575 billion and \$436 million from Deutsche Bank AG Cayman Islands Branch and JP Morgan Chase Bank, as well as a \$215 million loan from Jefferies Finance and Goldman Sachs.¹⁴ Station Casinos also went through a court-ordered restructuring in June 2011, and German American Capital Corporation, a wholly owned subsidiary of Deutsche Bank, became a 25% owner of the company and held 38.6% of the voting equity interest.¹⁵

In addition, German American Capital Corporation had the right to designate two individuals to serve on Station Casinos' Board of Managers.¹⁶ Certain "major actions" required the approval of a majority of the Managers designated by German American Capital Corporation.¹⁷

In October 2015, Station Casinos announced plans for an Initial Public Offering (IPO), stating the company would be publicly traded under the new name Red Rock Resorts.¹⁸ However, the CEO of Deutsche Bank subsequently announced that the IPO was being

¹⁴ Chris Steroty, *Fertitas to Buy Out Shareholder to Get Majority of Ownership of Station Casinos*, LAS VEGAS REVIEW-JOURNAL, Feb. 7, 2012.

¹⁵ See Station Casinos 10-K for 2011 at 94.

¹⁶ *Id.* at 81.

¹⁷ *Id.* at 122.

¹⁸ *Id.* at 22.

¹⁹ Josh Kosman, *UFC Owners Must Wait to Cash in on Station Casinos IPO*, NY POST, Jan. 29, 2016.

postponed “due to market conditions.”¹⁹ On April 25, 2016, the company announced its IPO again and began publicly trading shares on April 27, 2016 under the name Red Rock Resorts, Inc.²⁰ The company raised over \$531 million in its IPO and priced 27.25 million shares at \$19.50 apiece; it also announced plans to buy Fertitta Entertainment, the company that has managed Station Casino’s business, for \$460 million.²¹ According to SEC filings, Deutsche Bank will remain a 16-18% owner of the company after the IPO.²²

As of March 2016, Station Casinos is the third largest private employer in Nevada.²³ It owns and operates nine major hotel-casino properties, as well as ten smaller casino properties, in the Las Vegas metropolitan area.²⁴ The nine major hotel-casinos are:

- Red Rock Casino, Resort & Spa
- Green Valley Ranch, Resort, Casino & Spa
- Palace Station Hotel & Casino
- Sunset Station Hotel & Casino
- Boulder Station Hotel & Casino
- Santa Fe Station Hotel & Casino
- Texas Station Gambling Hall & Hotel
- Fiesta Henderson
- Fiesta Rancho

¹⁹ Howard Stutz, *Report: Station Casinos to Postpone IPO*, LAS VEGAS REVIEW-JOURNAL, Jan. 29, 2016.

²⁰ See J.D. Morris, *With its New Corporate Name, Station Casinos IPO Raises More Than \$531 Million*, VEGAS INC., April 27, 2016.
²¹ *Id.*

²² Red Rock Resorts, Inc., Amendment No. 5 to Form S-1, filed with the SEC on April 15, 2016, at 165, available at <http://www.sec.gov/Archives/edgar/data/1653653/000104746916012225/a2228160zs-1a.htm>.

²³ See Vegas Inc., *The List: Largest Private Employers*, March 20, 2016, available at <http://vegasinc.com/business/public-record/2016/mar/21/the-list-largest-private-employers-march-20-2016/>.

²⁴ Station Casinos 10-K Form for 2015, at 3.

In addition, Station Casinos’ parent company, Red Rock Resorts Inc., recently acquired a tenth major property – the Palms hotel-casino – for \$312.5 million in May 2016.²⁵ Station Casinos’ principal source of revenue is gaming, primarily slot revenue, and it reports using its non-gaming offerings, including hotels, restaurants and other entertainment amenities, to attract patrons.²⁶

5. Ongoing Unionization Efforts

None of the Station Casinos’ owned properties are currently subject to a collective bargaining agreement or similar arrangement with any Union.²⁷ One of the key disputes between the Union and Station Casinos involves whether a decision about Unionization should be made through a “card check” process, preferred by the Union, or a secret ballot election, preferred by Station Casinos.²⁸

Although Station Casinos has stated that it is open to holding a secret ballot election at any time, its own annual reports (10-K forms) filed with the SEC indicate that the company opposes Unionization.²⁹ Station Casinos’ most recent Form 10-K, which was filed with the SEC in February 2016, states that

²⁵ Richard N. Velotta, *Station Casinos Parent Company Buys Palms for \$312.5 Million*, LAS VEGAS REVIEW-JOURNAL, May 10, 2016.

²⁶ Station Casinos 10-K for 2015, at 3.

²⁷ *Id.* at 17.

²⁸ Jon Ralston, *Much at Stake Economically, Politically in Station, Culinary Fight*, THE SUN, Jan. 22, 2012.

²⁹ See, e.g., Station Casinos 10-K for 2014, at 20, and 10-K for 2015, at 21.

Union organization efforts could cause disruptions to its casino properties, discourage customers from visiting, and result in labor disputes, including work stoppages, all of which would harm the company financially.³⁰ The 10-K further states, “should employees at one or more of our properties organize, collective bargaining would introduce an element of uncertainty into planning our future labor costs, which could have a material adverse effect on the business of our casino properties and our financial condition and results of operations.”³¹

The dispute over Unionization at Station Casinos has been going on for many years, but it came to a head in February 2010, when the Union kicked off a “Now or Never” campaign to organize Station Casinos’ workers.³² It was the first time that employees at all of the company’s major properties participated in an organizing drive. That month, employees began wearing Union buttons to work and speaking to coworkers about the Union.³³ Station Casinos’ managers and supervisors responded to the Unionization campaign by reading “Sound Bytes” at meetings with employees explaining their position against Unionization.³⁴ Managers also distributed and posted “Sound Byte Alerts” that generally consisted of “one-sentence anti-Union or pro-Station Casino statements

followed by the exhortation ‘Don’t sign a Union card!’”³⁵

On June 27, 2012, a three-member panel of the NLRB found that Station Casinos had engaged in an unfair labor practice by threatening an employee at Palace Station with discharge if he engaged in Union activities and other protected activities.³⁶ Station Casinos was ordered to cease and desist threatening any employees with discharge if they engaged in protected activities.³⁷ It also had to post notices informing employees of their rights to Unionize and engage in other protected activities under federal labor laws.³⁸

On September 28, 2012, a different three-member panel of the NLRB found over 80 violations of federal labor laws by Station Casinos.³⁹ As a remedy for these unfair labor practices, Station Casinos was ordered to rescind disciplinary actions, compensate an employee who was wrongfully denied work opportunities, and offer reinstatement and back-pay to two employees who were wrongfully discharged.⁴⁰ In addition, the NLRB ordered Station Casinos to cease and desist its unlawful activities and to post notices informing employees of their rights under federal laws.⁴¹

³⁰ Station Casinos 10-K for 2015, at 21.

³¹ *Id.*

³² Station Casinos d/b/a Place Station Hotel and Casino, 348 NLRB No. 77, at 3 (2012).

³³ Station Casinos d/b/a Place Station Hotel and Casino, 358 NLRB No. 153, at 1 (2012).

³⁴ *Id.*

³⁵ *Id.* at 1.

³⁶ Station Casinos d/b/a Place Station Hotel and Casino, 348 NLRB No. 77, at 10 (2012).

³⁷ *Id.* at 10.

³⁸ *Id.* at 1, 10.

³⁹ Station Casinos d/b/a Place Station Hotel and Casino, 358 NLRB No. 153, pp. 82-85 (2012).

⁴⁰ *Id.* at 86.

⁴¹ *Id.* at 86-89.

Since before and after these NLRB decisions, there have been ongoing protests by workers who support the Union at Station Casinos' properties, including marches, picketing, sit-ins, and a weeklong hunger strike.⁴²



Camano, pictured above, is a porter at Palace Station and participated in a hunger strike in 2012. He and 17 others spent a week living on nothing but water outside of Palace Station.

"I lost so much weight my wedding ring started to slip off and you could see my bones. It was difficult falling asleep at night because the cars were going by right next to us. It was hard but I did it to prove a point. If we don't stand up for ourselves this fallow we will end up homeless and starving."

⁴² See, e.g., Chris Sicoty, *Nearly 200 Culinary Workers Arrested During Palace Stations' Protest*, LAS VEGAS REVIEW-JOURNAL, June 3, 2011; Cristina Silva, *Vegas Union Backers Hold Hunger Strike at Casino*, ASSOCIATED PRESS, April 19, 2012; Wesley Juhl, *Culinary 226 Members Protest Outside Palace Station*, LAS VEGAS REVIEW-JOURNAL, Feb. 12, 2016.

While some have characterized the Union's protests against Station Casinos and its call for a consumer boycott as bordering on "harassment," other members of the Las Vegas community have demonstrated their support for workers seeking Unionization.⁴³ For example, in a symbolic gesture, clergy delivered a lump of coal to Station Casinos' management in 2014 as a "Christmas present" to represent workers' discontent.⁴⁴ Recently, a state senator and congressional candidate publicly boycotted all Station Casinos' properties.⁴⁵



Clergy deliver hand-made coal to Station Casinos as a "Christmas present".

⁴³ Editorial, *Union Tactics Targeting Station Casinos Verge on Harassment*, LAS VEGAS REVIEW-JOURNAL, March 25, 2012.

⁴⁴ *Union Delivering Coal to Station in Labor Dispute*, ASSOCIATED PRESS, Dec. 10, 2014.

⁴⁵ Megan Masserly, *Kihuen Smiths MLV State of the City Address in protest of Station Casinos*, THE SUN, Jan. 20, 2016.

Economic Recovery and Continued Underutilization

In the years since Station Casinos emerged from bankruptcy, the Las Vegas economy has stabilized. Employment, taxable sales, and median home prices have all been increasing over the past several years.⁴⁶ Station Casinos has done well financially in this growing economy. In 2015, its revenue grew by 4.7% to \$1.35 billion.⁴⁷ Furthermore, Station Casinos reports that its Adjusted EBITDAM, a widely used measure of operating performance in the gaming and entertainment industry, has grown for 19 consecutive quarters.⁴⁸ Occupancy rates in its hotels were 93.5% in 2015.⁴⁹ This figure is particularly impressive given that Station Casinos' properties have approximately 4,000 hotel rooms.⁵⁰

Despite these financial gains, the number of workers employed by Station Casinos remains the lowest it has been since 2006. The total number of employees dropped by 3,000 between 2006 and 2014, even though Station Casinos has expanded its operations during that time. Station Casinos purchased Wildfire Anthem, a tavern located in Henderson, NV in July 2013 and

Wildfire Valley View, a tavern located in Las Vegas, in August 2013.⁵¹ In addition, two restaurants closed at Red Rock Resort, but three new ones opened in 2014, a new Italian restaurant opened in 2015, and a new Mexican restaurant opened in February 2016.⁵² The chart below shows the number of employees at Station Casinos and its net revenue year-by-year from 2006 through 2015, based on the company's annual 10-K forms filed with the SEC.

Number of Employees and Net Revenue at Station Casinos

YEAR	EMPLOYEES	NET REVENUE
2006	14,600	\$1.34 billion
2007	14,500	\$1.45 billion
2008	13,400	\$1.30 billion
2009	11,689	\$1.06 billion
2010	12,224	\$945 million
2011	11,800	\$1.18 billion
2012	12,000	\$1.23 billion
2013	12,000	\$1.26 billion
2014	11,600	\$1.29 billion
2015	11,700	\$1.35 billion

Deutsche Bank's involvement with Las Vegas casino-hotels has not been limited to Station Casinos' properties. Deutsche Bank also owned the Cosmopolitan, which it purchased in 2008 after the original developer defaulted on a \$760 million construction loan.⁵³ For

⁴⁶ See, e.g., Megan Dowus, *Economy in Fourth Year of Escalating Recovery*, UNLV News Center, June 17, 2014 (discussing a report by the UNLV Center for Business and Economic Research), available at <https://www.unlv.edu/news/release/report-southern-nevada-economy-fourth-year-escalating-recovery>; Jennifer Robison, *Median Single Family Las Vegas Home Price Rises 9.5% in January*, LAS VEGAS REVIEW-JOURNAL, Feb. 8, 2016.

⁴⁷ Station Casinos Form 10-K for 2015, at 36.

⁴⁸ *Id.* at 34.

⁴⁹ *Id.* at 37.

⁵⁰ *Id.* at 3.

⁵¹ Station Casinos 10-K for 2014, at 7.

⁵² *Id.* at 5; Station Casinos 10-K for 2015, at 5; see also Susan Stapleton, *Four New Restaurants Coming to Red Rock Resort, Las Vegas Eater*, April 14, 2014, available at <http://vegas.eater.com/2014/4/14/6242353/four-new-restaurants-coming-to-red-rock-resort>.

⁵³ Michael J. De La Merced, *Deutsche Bank to Sell Cosmopolitan Casino to Blackstone*, N.Y. TIMES, May 15, 2014.

years, Deutsche Bank was embroiled in a contract dispute with the Union over job security, health care, wages, and a successorship clause that would guarantee the contract would carry over if the property were sold.⁵⁴ The Cosmopolitan was one of only a few major resorts on the Las Vegas Strip without a Union contract.⁵⁵

Employees of the Cosmopolitan began picketing on a regular basis in 2013, resulting in hundreds of arrests for acts of civil disobedience.⁵⁶ In May 2014, Deutsche Bank finally sold the Cosmopolitan for \$1.73 billion in cash to Blackstone Group.⁵⁷ The Cosmopolitan was Unionized on December 1, 2015, after the Blackstone Group entered into a four-year contract with the Culinary Workers Union and the Bartenders Union.⁵⁸

Deutsche Bank's past labor disputes at the Cosmopolitan and the ongoing labor disputes at Station Casinos underscore the importance of examining whether its human rights commitments are being honored in its U.S. investment supply chain.

A Few Station Casinos Properties



⁵⁴ Chris Sicoty, *More Than 100 Arrested as Workers Picket Cosmopolitan to Spur Contract Negotiations*, LAS VEGAS REVIEW-JOURNAL, Nov. 1, 2013.

⁵⁵ J.D. Morris, *The Cosmopolitan Agrees to 4-Year Union Contract*, LAS VEGAS SUN, Dec 1, 2015.

⁵⁶ *Id.*; see also 98 Arrested on Las Vegas Strip During Cosmopolitan Casino Union Protest, ASSOCIATED PRESS, March 21, 2013; Craig Huber, *Culinary Union Promising Weekly Protests Outside Cosmopolitan*, FOX 5 KVVU-TV, Aug. 13, 2013 (updated Oct. 22, 2013).

⁵⁷ *Deutsche Bank Finally Sells Cosmopolitan for \$1.73 Billion*, FORBES, May 20, 2014.

⁵⁸ See Morris, *supra* note 55.

IV. THE INTERNATIONAL HUMAN RIGHTS FRAMEWORK

This section addresses the applicability of human rights principles to Deutsche Bank and Station Casinos and relevant human rights principles related to the workplace.

1. Applicability of Human Rights Norms to Deutsche Bank and Its Business Partners

Human rights treaties technically impose obligations on governments, not on private corporations, but they also have important implications for corporations. During the past fifteen years, the United Nations Office of the High Commissioner for Human Rights has expounded on the responsibility of corporations to respect human rights in addition to following domestic laws. The most significant developments in this area have been the UN Global Compact, established in 2000, and the UN Guiding Principles on Business and Human Rights, issued in 2011. In addition, the OECD Guidelines for Multinational Enterprises was most recently updated in 2011. Deutsche Bank has publicly committed itself to applying the human rights principles set forth in these documents through the formal policies that it has adopted.⁵⁹

The UN Global Compact, launched in 2000 by the UN Secretary General, is a

voluntary initiative for corporate social responsibility that addresses human rights. Deutsche Bank has agreed to participate in the UN Global Compact since July 26, 2000.⁶⁰ It has pledged its commitment to upholding the principles of the UN Global Compact on its website, in its publication for potential investors called Sustainability at Deutsche Bank, and in its official Statement on Human Rights.⁶¹

The Global Compact recognizes that businesses can help promote human rights through their core business activities, strategic social investment and philanthropy, advocacy and public policy engagement, and partnership and collective action.⁶² It sets forth ten principles in the areas of human rights, labor, the environment, and anti-corruption. These ten principles include supporting and respecting the protection of internationally proclaimed human rights, making sure the company is not complicit in human rights abuses, and upholding freedom of association and the

⁵⁹ See *Deutsche Bank Statement on Human Rights; Sustainability at Deutsche Bank; Code of Business Conduct and Ethics for Deutsche Bank Group*; see also Deutsche Bank's website, at https://www.db.com/cr/en/positions/human_rights.htm, and <https://www.db.com/cr/en/concrete-responsible-governance.htm>.

⁶⁰ See United Nations Global Compact, Participants and Stakeholders, available at <https://www.unglobalcompact.org/what-is-gc/participants> (hereinafter UN Global Compact); see also Deutsche Bank's website at https://www.db.com/cr/en/positions/human_rights.htm.

⁶¹ See Deutsche Bank's website at <https://www.db.com/cr/en/concrete-responsible-governance.htm>; *Deutsche Bank Statement on Human Rights*.

⁶² See Blueprint for Corporate Sustainability Leadership, adopted by Global Compact participants at the Leaders Summit in June 2010.

effective recognition of the right to collective bargaining.⁶³

In addition, Deutsche Bank has agreed to follow the UN Guiding Principles on Business and Human Rights, which complement the UN Global Compact.⁶⁴ Principle 13 states that the responsibility to respect human rights requires businesses not only to “[a]void causing or contributing to adverse human rights impacts through their own activities,” but also to “seek to prevent or mitigate adverse human rights impacts that are directly linked to their operations, products or services *by their business relationships, even if they have not contributed to those impacts.*” (Emphasis added). The commentary explains that a business enterprise’s “activities” include both actions and omissions and that its “business relationships” include relationships with business partners, entities in its value chain, and any other entity directly linked to its business operations, products, or services.⁶⁵

The UN Guiding Principles on Business and Human Rights further provides that the specific human rights that corporations must respect include, *at a minimum*, those set forth in the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and

Cultural Rights (collectively known as the International Bill of Rights), as well as in the ILO’s Declaration on Fundamental Principles and Rights at Work.⁶⁶

Principle 17 of the UN Guiding Principles requires business enterprises to carry out human rights due diligence to identify, prevent, mitigate, and account for how they address their adverse human rights impacts. “The process should include assessing actual and potential human rights impacts, integrating and acting upon the findings, tracking responses, and communicating how impacts are addressed.”⁶⁷ Human rights due diligence should cover adverse human rights impacts that a corporation may be linked to by its business relationships.⁶⁸

Principle 18 elaborates on the due diligence process, explaining that it should involve “meaningful consultation with potentially affected groups and other relevant stakeholders.” The UN’s Interpretive Guide further stresses that the due diligence process should “involve direct consultation with those who may be affected or their legitimate representatives.”⁶⁹

Consistent with the UN Guiding Principles, Deutsche Bank has integrated human rights considerations into the due diligence procedures required by its Environmental and Social (“ES”) Risk Framework. However, Deutsche Bank

⁶³ UN Global Compact, Principles 1-3.

⁶⁴ See Deutsche Bank’s website at https://www.db.com/en/positions/human_rights.htm; see also Deutsche Bank Statement on Human Rights.

⁶⁵ United Nations Office of the High Commissioner for Human Rights, *Guiding Principles on Business and Human Rights: Implementing the United Nations “Protect, Respect and Remedy Framework”* 15 (2011).

⁶⁶ UN Guiding Principles on Business and Human Rights, Guiding Principle 12.

⁶⁷ *Id.* at Principle 17.

⁶⁸ *Id.* at Principle 17(b).

⁶⁹ UN Human Rights Office of the High Commissioner, *The Corporate Responsibility to Respect Human Rights: An Interpretive Guide* 33 (2012).

does not appear to have applied its ES Risk Framework to its relationship with Station Casinos up to this point, despite having received complaints from Station Casinos' workers in 2011 and 2012.

Deutsche Bank has also adopted an official Statement on Human Rights, which provides that the Bank "consistently pays attention to how its business activities may affect human rights" and "will not engage in activities or relationships when there is clear evidence of severe human rights violations."⁷⁰ Deutsche Bank further asserts that it seeks to avoid human rights abuses through its business relationships.⁷¹ In particular, Deutsche Bank "strives to work with vendors whose policies and practices regarding human rights are consistent with [its] own," and expects its "vendor partners and their supply-chains" to abide by all applicable laws, including adhering to health and labor standards at the workplace.⁷²

Deutsche Bank's website further states that "[c]ompliance with legal requirements is also mandatory for business partners," and that if any business partners fundamentally violate these principles, Deutsche Bank will terminate its business relationship with them.⁷³

The issue of how to handle human rights abuses linked to an enterprise by

its business relationships is also addressed by the OECD Guidelines for Multinational Enterprises, which Deutsche Bank has pledged to uphold. The OECD Guidelines confirm the need to prevent, mitigate and address abuses, and explain that it is appropriate for an enterprise "to use its leverage to influence the entity causing the adverse human rights impact to prevent or mitigate that impact."⁷⁴

As a partial owner of Station Casinos, as well as a longtime lender and an underwriter for its IPO, Deutsche Bank has a responsibility to prevent, mitigate, and address adverse human rights impacts caused by Station Casinos. Even if it no longer has governance rights, it has leverage through its business relationships with Station Casinos that can be used to influence the company's behavior.

With respect to workplace rights specifically, Deutsche Bank has stressed that it "attaches great importance to protecting labor and employment rights," including the rights to freedom of association and collective bargaining.⁷⁵ For its own employees, Deutsche Bank asserts it has systems in place "to constantly ensure health and safety at work," promote "health and safety awareness," provide "direct and indirect access to medical care," and "reduce workplace accidents and job-related illnesses."⁷⁶

⁷⁰ *Deutsche Bank Statement on Human Rights*.

⁷¹ *Id.*

⁷² *Id.* at 3.

⁷³ See Deutsche Bank's website at <https://www.db.com/en/en/concrete-labor-rights.htm>.

⁷⁴ OECD Guidelines for Multinational Enterprises 33, ¶ 43 (2011 edition), available at <http://www.oecd.org/dataoecd/4/8/48004323.pdf>; see also *id.* at 31, ¶¶ 2-3.

⁷⁵ See Deutsche Bank's website at <https://www.db.com/en/en/concrete-labor-rights.htm>.

Moreover, the Code of Business Conduct and Ethics for Deutsche Bank Group has a strict nondiscrimination policy and does not permit “retaliation against anyone for making a complaint or cooperating with an investigation concerning discrimination and harassment.”⁷⁷

Station Casinos also has a Code of Business Conduct and Ethics, which requires “sincere respect for the rights and feelings of others,” compliance with all local, state, and federal laws, compliance with all environmental, health, and safety laws, and maintaining a workplace that is free from discrimination or harassment.⁷⁸ Although Station Casinos’ Code does not mention human rights, the principles it espouses are completely consistent with human rights norms. Those norms are explained in detail below.

3. Discussion of Specific Human Rights Norms Relevant to the Workplace

The three foundational human rights documents mentioned in the UN Guiding Principles on Business and Human Rights are the Universal Declaration of Human Rights (UDHR), the International Covenant on Civil and Political Rights (ICCPR), and the

International Covenant on Economic, Social, and Cultural Rights (ICESCR).

The UDHR is not a legally binding document, although some of its provisions have become part of customary international law. The ICCPR and ICESCR are treaties that legally bind their member states. The General Comments issued by the Committee on Economic, Social and Cultural Rights (CESCR), which monitors implementation of the ICESCR, provide authoritative interpretations of the rights set forth in that treaty.

The ILO’s Declaration on Fundamental Principles and Rights at Work is also considered a foundational document that sets forth four key principles: freedom of organization and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labor; the effective abolition of child labor; and the elimination of discrimination with respect to employment and occupation.

This section discusses eight human rights norms relevant to the workplace that are set forth in the declarations and treaties mentioned above. These include: (1) health and safety; (2) rest periods and sick leave; (3) fair remuneration; (4) social security, including health insurance and retirement benefits; (5) job security; (6) freedom of association and collective bargaining; (7) nondiscrimination; and (8) dignity.

⁷⁵ *Deutsche Bank Statement on Human Rights* at 2.

⁷⁶ *Code of Business Conduct and Ethics for the Deutsche Bank Group* at 9.

⁷⁸ Station Casinos LLC, *Code of Business Conduct and Ethics*, available at <http://phx.corporate-ir.net/phoenix.zhtml?c=103683&p=irol-govconduct>.

1. Health and Safety

Article 12 of the ICESCR protects the right to safe and healthy working conditions, as well as the right to the highest attainable standard of physical and mental health, which includes “all aspects of environmental and industrial hygiene.” General Comment 14, which provides an authoritative interpretation of Article 12 emphasizes that the right to health extends to “healthy occupational and environmental conditions.”⁷⁹ It further explains that the right to environmental and industrial hygiene includes: preventive measures against occupational accidents and diseases; prevention of exposure to harmful substances, including harmful chemicals; minimizing the causes of health hazards that are inherent in the work environment; and safe and hygienic working conditions.⁸⁰

In addition, General Comment 14 interprets the right to prevention, treatment and control of diseases to include “occupational” diseases.⁸¹ In discussing the elements of a national policy that minimizes the risk of occupational accidents and diseases, General Comment 14 also mentions: “control of dangerous materials, equipment, substances, agents and work processes;” “adequate protective clothing and equipment;” “adequate inspection;” “the conduct of inquiries into serious accidental and diseases;” “the

requirement of notification of occupational accidents and diseases;” and “the protection of workers and their representatives from disciplinary measures for actions properly taken by them.”⁸²

In March 2016, the UN Committee on Economic, Social and Cultural Rights adopted General Comment 23 on the right to just and favorable conditions of work set forth in Article 7 of the ICESCR.⁸³ General Comment 23 indicates that just and favorable conditions of work are a prerequisite for enjoying the right to the highest attainable standard of physical and mental health, since rest periods and leaves help avoid occupational accidents and disease.⁸⁴ Consequently, the analysis of what is “just” must take into account both the type of work and the physical and mental capabilities of the workers.⁸⁵ Prevention and response to accidents and disease, as well as recording of relevant data, are important components of Article 7.⁸⁶

Like the ICESCR, the European Social Charter provides a right to “safe and healthy working conditions.”⁸⁷ Furthermore, the EU’s Charter of Fundamental Freedoms provides a “right to working conditions which respect

⁷⁹ UN Committee on Economic, Social and Cultural Rights, General Comment 14: The Right to the Highest Attainable Standard of Health (Art. 12), at ¶ 11, U.N. Doc. E/C.12/2000/4 (Aug. 11, 2000).

⁸⁰ *Id.* at ¶ 12.2(b).

⁸¹ *Id.* at ¶ 12.2(c).

⁸² *Id.* at n.25 to ¶ 36.

⁸³ UN Committee on Economic, Social and Cultural Rights, General Comment No. 23 on the Right to just and favourable conditions of work (article 7 of the International Covenant on Economic, Social and Cultural Rights), U.N. Doc. E/C.12/GC/23 (March 8, 2016) [hereinafter General Comment 23].

⁸⁴ *Id.* at ¶ 25, 34.

⁸⁵ *Id.* at ¶ 27.

⁸⁶ *Id.* at ¶¶ 25, 28.

⁸⁷ Council of Europe, European Social Charter, art. 3, 529 U.N.T.S. 89, entered into force Feb. 26, 1995.

health, safety and dignity,” as well as the right of access to preventive health care and medical treatment.⁸⁸ The American Declaration includes the “right to the preservation of health and wellbeing,” and the San Salvador Protocol also protects the right to health.⁸⁹

2. Rest Periods and Sick Leave

The UDHR guarantees “just and favourable conditions of work,” as well as the “right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.”⁹⁰ Similarly, Article 7 of the ICESCR provides that “[e]veryone has the right to just conditions of work,” including “rest and leisure.”⁹¹ General Comment 23 on Article 7 explains that rest and leisure, limitations on the number of working hours, paid vacations, and paid holidays help “avoid work-related stress, accidents and disease.”⁹² It explains that daily rest periods are important for workers’ health and safety.⁹³

Where urgent work requirements or abnormal work pressures require skipping rest periods, General Comment

23 states that workers should receive “compensatory rest as much as possible within the seven-day work period,” and that exceptions to the normal rest periods should be defined “through consultation with workers and employers and their representative organizations.”⁹⁴

In addition, workers have a right to both annual leave (vacation) and “paid sick leave” according to the Committee’s interpretation of Article 7.⁹⁵ The Committee explains that “[p]aid sick leave is critical for sick workers to receive treatment for acute and chronic illnesses and to reduce infection of coworkers.”⁹⁶ General Comment 23 further provides that “[l]eave due to illness or other reasons should not be deducted from paid annual leave.”⁹⁷

The European Social Charter (Art. 2), EU Charter (Art. 31), American Declaration (Art. 14-15), and San Salvador Protocol (Art. 7) also all protect the right to just conditions of work, including a right to rest and leisure. The EU Charter specifically provides that this includes the right to limitation of maximum working hours, to daily and weekly rest periods, and to an annual period of paid leave (Art. 31).

3. Fair Remuneration

The right to just conditions of work also encompasses fair remuneration. General Comment 23 explains that the determination of what is “fair” should

⁸⁸ Charter of Fundamental Freedoms of the European Union, Dec. 18, 2000, art. 31 & 35, O.J. C 364/01.

⁸⁹ American Declaration of the Rights and Duties of Man, art. 11, OAS Res. XXX, OAS Doc. OEA/ser.L/V/II.4 (1963) (adopted by the Ninth International Conference of American States, March 30-May 2, 1948) [hereinafter American Declaration]; Additional Protocol to the American Convention on Human Rights in the Area of Economic, Social and Cultural Rights, art. 10, Nov. 17, 1988, O.A.S.T.S. No. 69, 28 L.I.M. 156 (1989) [hereinafter San Salvador Protocol].

⁹⁰ Universal Declaration of Human Rights, art. 23 & art. 24, G.A. Res. 217, U.N. GAOR, 3d Sess., U.N. Doc. A/4810 (1948).

⁹¹ ICESCR at art. 6 & art. 7.

⁹² General Comment 23, supra note 53 at ¶ 34.

⁹³ *Id.* at ¶ 38.

⁹⁴ *Id.* at ¶ 42.

⁹⁵ *Id.* at ¶ 30.

⁹⁶ *Id.* at ¶ 30.

⁹⁷ *Id.* at ¶ 41.

take into account various factors, including “the impact of work on health and safety of the worker, [and] specific hardships related to the work and impact on the worker’s personal and family life.”⁹⁸ Furthermore, “[a]ny assessment of fairness should also take into account the position of women workers, particularly where their work and pay has been traditionally undervalued.”⁹⁹

Fair remuneration must be enough to provide a “decent living,” meaning it must be “sufficient to enable the worker and his or her family to enjoy other rights in the Covenant, such as social security, health care, education and an adequate standard of living, including food, water and sanitation, housing, clothing, and additional expenses such as commuting costs.”¹⁰⁰

The notion of a “decent living” is reinforced by Article 11 of the ICESCR, which provides a “right to an adequate standard of living” and describes just and favorable conditions of work as including earning “[a] decent living for oneself and one’s family.”¹⁰¹ Similarly, the UDHR provides a “right to a standard of living adequate for the health and well-being of [the individual] and of his family.”¹⁰²

The revised European Social Charter also includes the right to a “fair remuneration” (Art 4), and the American Declaration provides a “right to receive such remuneration as will, in proportion

to [the worker’s] capacity and skill, assure him a standard of living suitable for himself and for his family” (Art. 14).

4. Job Security

The right to just conditions of work in the ICESCR includes measures to protect job security (Art. 7). General Comment 23 on Article 7 states: “Where workers have precarious contracts, supplements to the wage, as well as other measures to guard against arbitrariness, may be necessary in the interests of fairness to mitigate the lack of job security.”¹⁰³

The EU Charter explicitly includes a right to protection against unjustified dismissal (Art. 29). Similarly, the revised European Social Charter provides a “right to protection in cases of termination of employment,” (Art. 24), as well as “the right of workers’ representatives to enjoy effective protection against acts prejudicial to them, including dismissal, based on their status or activities as workers’ representatives” (Art. 28).

5. Social Security

The UDHR provides a “right to social security” (Art. 22) and specifically mentions “the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond [the individual’s] control” (Art. 25).

Likewise, the ICESCR provides a “right to social security, including social insurance” (Art. 9). General Comment 19

⁹⁸ *Id.* at ¶ 10.

⁹⁹ *Id.* at ¶ 10.

¹⁰⁰ *Id.* at ¶ 18.

¹⁰¹ ICESCR, art. 11.

¹⁰² UDHR, art. 25.

¹⁰³ General Comment 23, *supra* note 83, at ¶10.

elaborates on the right to social security in Article 9 of the ICESCR. It explains that, “the right to social security is of central importance in guaranteeing human dignity to all persons when they are faced with circumstances that deprive them of their capacity to fully realize their Covenant rights.”¹⁰⁴

Social security includes access to benefits “to secure protection, inter alia, from (a) lack of work-related income caused by sickness, disability, maternity, employment injury, unemployment, old age, or death of a family member; (b) unaffordable access to health care; (c) insufficient family support, particularly for children and adult dependents.”¹⁰⁵

In terms of health care, General Comment 19 emphasizes that health insurance plans must be affordable.¹⁰⁶ It recognizes that access to adequate health care is necessary to ensure income security.¹⁰⁷ In order to be “adequate,” health insurance plans must enable people “to afford the goods and services they require to realize their Covenant rights.”¹⁰⁸

General Comment 19 explicitly links access to health care to the right to health in article 12 of the ICESCR.¹⁰⁹ In fact, General Comment 19 references General Comment 14 on the right to

health in explaining that “essential health care” includes “access to health facilities, goods and services on a non-discriminatory basis, provision of essential drugs, access to reproductive, maternal (prenatal as well as post-natal) and child health care, and immunization against the major infectious diseases occurring in the community.”¹¹⁰

Among groups that deserve “special attention,” General Comment 19 mentions “part-time workers,” “casual workers,” and “sick or injured workers.”¹¹¹ The General Comment states: “Where social security schemes for such workers are based on occupational activity, they should be adapted so that they enjoy conditions equivalent to those of comparable full-time workers.”¹¹²

The General Comment further explains that States parties have an obligation to prevent third parties, including corporations and other entities, from interfering in any way with the enjoyment of the right to social security.¹¹³ Importantly, “States parties should *extraterritorially* protect the right to social security by preventing their own citizens and national entities from violating this right in other countries.”¹¹⁴

¹⁰⁴Committee on Economic, Social, and Cultural Rights, General Comment 19: The Right to Social Security (Art. 9), ¶ 1, U.N. Doc. E/C.12/GC/19 (Feb. 4, 2008) [hereinafter General Comment 19].

¹⁰⁵ *Id.* at ¶ 2.

¹⁰⁶ *Id.* at ¶ 13.

¹⁰⁷ *Id.* at ¶ 17.

¹⁰⁸ *Id.* at ¶ 22.

¹⁰⁹ *Id.* at ¶ 22.

¹¹⁰ *Id.* at ¶ 59, n.35; see also Committee on Economic, Social, and Cultural Rights, General Comment 15: The Right to Water (Arts. 11 and 12 of the International Covenant on Economic, Social and Cultural Rights), ¶¶ 43-44, 29th Sess., 2002, U.N. Doc. E/C.12/2002/11 (Jan. 20, 2003) [hereinafter General Comment No. 15].

¹¹¹ General Comment 19 at ¶¶ 31, 33.

¹¹² *Id.*

¹¹³ *Id.* at ¶ 45.

¹¹⁴ *Id.* at ¶ 54 (emphasis added).

Among regional human rights instruments, the European Social Charter protects the right to social security (Art. 12) and the right to social and medical assistance (Art. 13). The EU Charter specifically includes “the right to social security benefits and social services providing protection in cases such as maternity, illness, industrial accidents, dependency or old age, and in the case of loss of employment” (Art. 34). Similarly, the American Declaration provides a “right to social security which will protect [against] the consequences of unemployment, old age, and any disabilities . . . that make it physically or mentally impossible . . . to earn a living,” (Art. XVI) and the San Salvador Protocol protects the right to social security (Art. 9).

6. Freedom of Association and Collective Bargaining

The UDHR states that “[e]veryone has the right to freedom of peaceful assembly and association” (Art. 20(1)), and, more specifically, “[e]veryone has the right to form and to join trade Unions for the protection of his interests” (Art. 23(4)). The ICCPR likewise protects “the right to freedom of association, including the right to form and join trade Unions” (Art. 22). In addition, the ICESCR protects the right to form and join trade Unions, the right for trade Unions to function freely, and the right to strike (Art. 8.). In addition, the ILO Declaration on Fundamental Principles and Rights at Work includes “freedom of association and effective recognition of right to collective bargaining” as one of four core rights.

Among the relevant regional human rights instruments, the European Convention on Human Rights guarantees the right to form and join trade Unions (Art. 11) and the European Social Charter guarantees the rights to organize and bargain collectively (Art. 5-6). Similarly, the American Declaration on the Rights and Duties of Man guarantees the right to associate with others to promote one’s legitimate interests in a labor Union (Art. 27) and the San Salvador Protocol guarantees trade Union rights (Art. 8).

7. Nondiscrimination

The right to nondiscrimination is one of the most fundamental human rights. It is protected by virtually every human rights instrument, including the UDHR (Art. 2), the ICCPR (Art. 2), and the ICESCR (Art. 2, 7). Regional human rights instruments also prohibit discrimination, including the European Convention on Human Rights (article 14), the EU Charter (articles 21, 23), the American Declaration (article II), and the San Salvador Protocol (article 3).

The grounds that constitute discrimination under international human rights law are broader than under U.S. law, including “race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.”¹¹⁵ Discrimination based on “political or other opinion” includes treating someone less favorably because of views on or membership in a trade Union, which is considered an opinion-based association.¹¹⁶

¹¹⁵ ICCPR Article 2; see also ICESCR Article 2 (same).

In addition, Article 7(c) of the ICESCR specifically requires an “[e]qual opportunity for everyone to be promoted in his employment to an appropriate higher level, subject to no considerations other than those of seniority and competence.” General Comment 23 on Article 7 explains, “there should be no place for irrelevant criteria such as personal preference or family and social links.”¹¹⁷ Furthermore, “workers must have the opportunity for promotion free from reprisals related to trade Union or political activity.”¹¹⁸

3. Dignity

Dignity is the foundation for all human rights. The preamble of the UDHR states that “recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice, and peace in the world.” Article 1 of the UDHR reiterates, “All human beings are born free and equal in dignity and rights.” The Preambles of ICCPR and ICESCR similarly provide that human rights “derive from the inherent dignity of the human person.”

Regional human rights treaties also emphasize the concept of dignity. For example, the first Article of the Charter of Fundamental Rights of the European Union states “Human dignity is inviolable. It must be respected and protected” (Art. 1). Similarly, the American Convention on

Human Rights states, “Everyone has the right to have his honor respected and his dignity recognized” (Art. 11(1)).

“Recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice, and peace in the world.”

-Universal Declaration of Human Rights

¹¹⁶ Committee on Economic, Social and Cultural Rights, General Comment 20 on Non-Discrimination in Economic, Social and Cultural Rights (art. 2, para. 2, of the International Covenant on Economic, Social and Cultural Rights, at para. 23, U.N. Doc. E/C12/GC/20 (July 2, 2009).

¹¹⁷ General Comment 23, *supra* note 83, at ¶ 31.

¹¹⁸ *Id.* at ¶ 31.

V. FINDINGS

VI. Threats to Health and Safety

1. Physical Health and Safety

Workers reported various types of threats to their physical health and safety, including handling biohazards without proper equipment, violence from customers, inadequate safety equipment, defective machinery, workplace injuries, and negative repercussions for reporting injuries.

Inadequate Safety Equipment

Some workers reported not having all of the safety equipment that they need. Specifically, a few workers reported that they did not have masks or protective eyewear.¹¹⁹ One worker explained that she is usually provided with gloves, masks, and goggles, but sometimes they run out and she has to bring her own.¹²⁰ Another worker stated that one of the chemicals she works with is so strong it makes her eyes water and gives her headaches; she also wanted a mask and goggles.¹²¹ After requesting new gloves after the original pair ripped, one worker was denied new gloves.¹²² Another worker reported that oven cleaners in the sanitation department have been asking for new masks for years and that their emergency eyewash stations are broken

¹¹⁹ Interview 54; Interview 56; Interview 73; Interview 75.

¹²⁰ Interview 56.

¹²¹ Interview 68.

¹²² Interview 89.

or non-functioning.¹²³ Some employees reported being forced to use plastic bags as aprons, because management told them that they could not afford real aprons.¹²⁴

Exposure to Biohazards in Hotel Rooms

Several housekeepers reported having to clean biohazards--including vomit, blood, and excrement--with only gloves for protection.¹²⁵ A housekeeper named Maria, pictured on the next page, described asking her manager for assistance cleaning a room that had vomit and blood in it but was told that it was her job to clean it.¹²⁶ She also reported feeling scared of asking another housekeeper for help because they could be disciplined if caught.¹²⁷

Another housekeeper who fears for her health and safety cleaning biohazards stated, "You do not know if someone was sick or had a certain disease."¹²⁸ She described cleaning a VIP room where someone had thrown up twice. In that case, management sent someone else to clean up the carpet "because it was red," but the housekeeper still had to clean the room twice and was worried about her health.

A third housekeeper described an incident where a coworker picked up towels with vomit on them and accidentally got the vomit on his

¹²³ Interview 75.

¹²⁴ Interview 91.

¹²⁵ See, e.g., Interview 16; Interview 68; Interview 31.

¹²⁶ Interview 16.

¹²⁷ Interview 16.

¹²⁸ Interview 68.

uniform.¹²⁹ When he went to pick up a new uniform, he had to pay for it.¹³⁰ A fourth housekeeper described finding excrement in the bathtub that she had to clean up.¹³¹



Maria, a housekeeper, reported being forced to clean biohazards without proper chemicals.

"They give us no special chemicals or training. The most training we get is 'Wear gloves and be careful.' It puts my health in danger. A few months ago I had to clean a suite that smelled like marijuana and the bathroom was covered in vomit. I told my manager 'I can't go in because I feel sick from the smell.' They told me that a VIP was coming in and I should just open the windows. I felt sick after cleaning that room but they didn't care."

Other housekeepers likewise reported feeling uncomfortable cleaning very dirty rooms but felt they had no choice because they would be disciplined

¹²⁹ Interview 58.

¹³⁰ Interview 58.

¹³¹ Interview 31.

if they refused, even though they lacked adequate protective gear.¹³²

Abuse and Harassment by Customers

Some housekeepers also reported feeling scared or uncomfortable cleaning a room with guests inside.¹³³ One housekeeper, Ramona (pictured on the following page), was grabbed from behind by a guest and violently shaken.¹³⁴ Station Casinos responded by firing her, even though she had worked there for over two decades. Fortunately, she was eventually able to get her job back.

Another housekeeper described feeling unsafe around "angry customers" or "drug users" who have scared her verbally and by intimidation.¹³⁵ She further stated that it is very difficult to get security to come by when she feels unsafe due to a guest. She said that in the past, security used to "make rounds to make sure everything was fine with housekeeping ladies," but they don't do that anymore.¹³⁶ Another housekeeper similarly reported feeling uncomfortable cleaning rooms when they have drugs in them.¹³⁷

Other types of employees also reported that nothing was done to protect them from customer harassment. One

¹³² Interview 22; Interview 58; Interview 68; Interview 16; Interview 52; Interview 31; Interview 32; Interview 45; Interview 47; Interview 48.

¹³³ Interview 22; Interview 48; Interview 68.

¹³⁴ Interview 22.

¹³⁵ Interview 68.

¹³⁶ Interview 68.

¹³⁷ Interview 47.

server stated that she experienced constant verbal abuse by customers who used derogatory language when speaking to her.¹³⁸ This same server reported seeing two of her coworkers quit or get fired due to customers harassing and threatening them.¹³⁹ One of these workers complained to management and security when a customer threatened to shoot her and still nothing was done.¹⁴⁰ Another was so scared to return to work that she ended up being fired for not showing up.¹⁴¹

A different worker reported being repeatedly harassed by a highly inebriated customer, and despite numerous complaints to security, the customer was never asked to leave.¹⁴² When another worker complained to management about a customer that was harassing employees, the manager said to be nice to the customers because they “need them to come back.”¹⁴³

A cocktail waitress similarly complained that management does not take the safety of workers seriously. She explained that when she tried to report a violent customer, management did not believe her.¹⁴⁴ Another employee reported that after her complaint was filed, her manager retaliated by ignoring

her concerns and denying her request for vacation time.¹⁴⁵



Ramona, a housekeeper, reported being attacked by a guest.

When I came into the room it was empty. There was broken glass on the table, which I thought was strange. I began to clean it up and dust the room. All of the sudden I felt myself being pushed from behind. The customer, a man, had grabbed me and was violently shaking me. He was yelling that I was trying to rob him when I was just doing my job. He called the cops telling them I was trying to rob him. I called security to help me. When they got there they told me to leave the room and go to HR. I was fired. No one ever asked me if I was okay. I had to fight for my job but he was I need to support my family. I've worked for this company for 21 years but I have no job security or respect. No one apologized to me for what happened. I don't feel safe at work. Sincerely down. Even help us when we are attacked.

¹³⁸ Interview 87.

¹³⁹ Interview 87.

¹⁴⁰ Interview 87.

¹⁴¹ Interview 87.

¹⁴² Interview 88.

¹⁴³ Interview 96.

¹⁴⁴ Interview 81.

Even workers who have not been personally harassed by customers reported feeling unsafe due to the anxiety of worrying that it will happen to them in the future and concern that their supervisors would do nothing to protect them.¹⁴⁶

Occupational accidents

Housekeepers reported various physical problems due to the nature and quantity of their work. One housekeeper injured both her knee and her hand at work, stating that her finger is now crooked.¹⁴⁷ Another housekeeper noted that one of her coworkers fell and broke her wrist in a hotel room that was too cluttered.¹⁴⁸ Another employee stated that he does “not feel safe at work.”¹⁴⁹ He reported sustaining a number of injuries due to the machinery, including cuts on his hands, but when he reported these injuries, nothing was done.¹⁵⁰

An employee named Maria who works as a cook (featured to the right) also reported multiple injuries on the job. She injured her arm when a box fell on her, which she says required two surgeries; she twisted her wrist while carrying a tray of watermelons; and she developed carpal tunnel syndrome, which, she says, also required surgery.¹⁵¹ In addition, she reported breaking her hip while pushing a trash cart at work and

having knee surgery.¹⁵² Maria said she endures acute pain almost daily.



Maria, a cook, reports multiple injuries at work and says that management has not accommodated her physical limitations by moving her to a different department.

“One time I had to get something from storage. All the boxes are piled on top of each other with nothing to keep them in place. One fell on me and crushed my arm. My doctor told me as a result my tendons were strained and I needed surgery. I ended up having to get two surgeries to help with the pain. When I came back to work, no one asked how I was. The boxes are still the way they were—nothing to keep them from falling again on someone else... It makes me feel bad because with any accident, small or big, there should be attention to you. They want you to work even if you're injured. Honestly, I don't think they care about the safety of their workers. I am afraid to go to work.”

¹⁴⁶ Interview 99.

¹⁴⁷ Interview 16.

¹⁴⁸ Interview 59.

¹⁴⁹ Interview 91.

¹⁵⁰ Interview 91.

¹⁵¹ Interview 37.

¹⁵² Interview 37.

Other workers likewise mentioned injuries specifically involving carts. One reported that housekeepers have injured themselves on their carts because they are so heavy.¹⁵³ A housekeeping cart at Boulder Station is pictured below.



Housekeeping Cart at Boulder Station

Injuries due to slipping and falling on wet surfaces were also mentioned multiple times.¹⁵⁴ A worker at Red Rock Casino reported that there was only one dishwashing room between two restaurants and that there was often water on the floor, making it unsafe.¹⁵⁵ She stated that people fall but don't report it; they are scared because employees sometimes receive warnings

or discipline for falling.¹⁵⁶ Two employees at Boulder Station also reported a leaking dishwasher,¹⁵⁷ and one of them, who is elderly, explained that he is worried about slipping on the wet floor, especially because there are usually no functional anti-slip mats.¹⁵⁸

An employee at Fiesta Henderson similarly reported that workers fall in slippery areas, describing a coworker who fell and hit his head, arm, and leg.¹⁵⁹ Another worker at Boulder Station said he tripped over an open wet drain, tore his meniscus, and had to have surgery.¹⁶⁰ After two weeks, he said he returned to work on crutches and ultimately had to undergo a second surgery because his meniscus was not able to heal properly the first time.¹⁶¹ Another worker reported that they are often in a rush due to understaffing, which could contribute to the risk of slipping and falling.¹⁶² A couple workers reported twisting or fracturing their ankles at work.¹⁶³

Injuries Due to Defective Machinery and Delayed Repairs

Employees also reported workplace hazards caused by defective machinery and delayed repairs. Workers at a few different properties complained about defective steamers that put workers at risk of being burned. Two employees at Boulder Station stated that

¹⁵³ Interview 59.

¹⁵⁴ Interview 57; Interview 61; Interview 56; Interview 65; Interview 73; Interview 70; Interview 76.

¹⁵⁵ Interview 56.

¹⁵⁶ Interview 56.

¹⁵⁷ Interview 65; Interview 73.

¹⁵⁸ Interview 70.

¹⁵⁹ Interview 65.

¹⁶⁰ Interview 76.

¹⁶¹ Id.

¹⁶² Interview 65.

¹⁶³ Interview 40; Interview 41.

workers were burned while grabbing food out of the steamer.¹⁶⁴ One of them indicated that they had to put their hands in very hot water to move a part of the machine that is broken.¹⁶⁵

A worker at Fiesta Henderson described a similar problem, explaining that dishes are extremely hot when they come out of the machine, causing him pain in his fingers; he reports sometimes feeling pain all the way up to the middle of his arm.¹⁶⁶ In addition, a worker at Green Valley Ranch stated that something was wrong with the steamer, as it was producing too much hot water and heat.¹⁶⁷ She was slightly burned through her shirt due to the defective steamer.¹⁶⁸ She stated that she and other workers had reported this steamer to their supervisor, who told them that he reported it about a year ago, but it still had not been fixed.¹⁶⁹

Another employee, Cristina (whose story is featured to the right), said she had a miscarriage that she attributes to pushing a large, defective cart.¹⁷⁰ She explained that the cart does not work properly because its wheels and shelves are bent. She and other workers had complained to their supervisor about the cart for many months, but it was never fixed. After she became pregnant, she told her supervisor that the cart was even more uncomfortable to push than before.

¹⁶⁴ Interview 61; Interview 70.

¹⁶⁵ Interview 70.

¹⁶⁶ Interview 65.

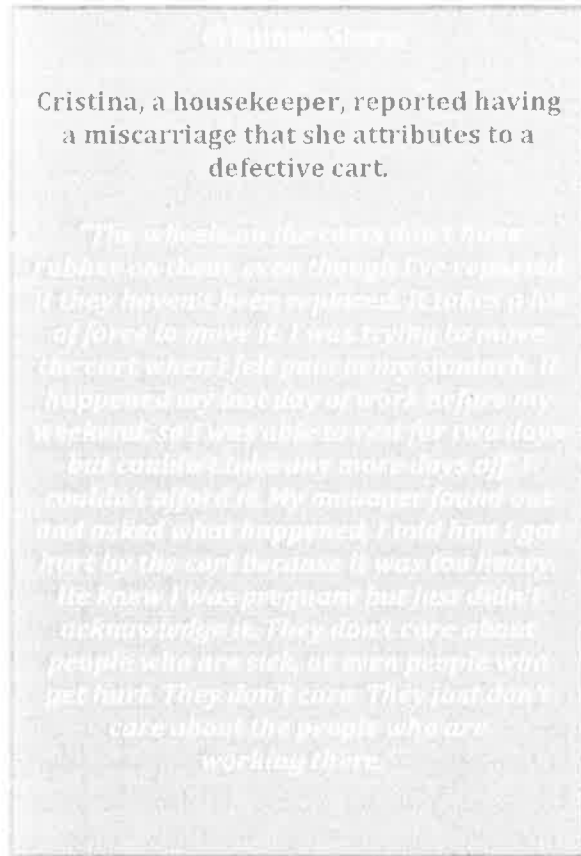
¹⁶⁷ Interview 34.

¹⁶⁸ Interview 34.

¹⁶⁹ Interview 34.

¹⁷⁰ Interview 34.

The day that she had the miscarriage, she said she told her supervisor, "I have pain in my stomach because of the cart." She reported that he sent her to a different station where they did not have a cart, but that night she had more pain and she miscarried the next morning.



Workers also reported other delays in repairs with potentially serious health consequences for customers as well as employees. For example, an employee at Palace Station reported that a pipe in the men's restroom had broken and sewer flies were biting workers.¹⁷¹ A worker at Boulder Station reported a long delay in fixing a leaking gas line.¹⁷² An

¹⁷¹ Interview 67.

employee at the Santa Fe Station stated that the glass washers break constantly and that the filters for the icemakers are not changed regularly, which creates health risks for customers.¹⁷³ Another worker reported that the refrigerator where she works often breaks down and that to prevent food from spoiling, she has to spend time going to the back for ice, which not only adds to her workload, but also creates health risks for customers.¹⁷⁴

2. Mental Health

Workers reported feeling an immense amount of pressure and stress due to excessive workloads. One worker stated, “We are always stressed out about getting the job done, and worried about what would happen if we did not get our jobs done.”¹⁷⁵ Workers repeatedly made comments such as: “I feel too stressed out over the sheer number of demands at work. I feel that we are asked to do too much”¹⁷⁶; “We are all very stressed out, which affects us emotionally”¹⁷⁷; “I am constantly stressed out because of the pressure that we get from our supervisors”¹⁷⁸; and “We are always very stressed out at work.”¹⁷⁹ One worker reported not feeling mentally safe at work.¹⁸⁰ Workers reported suffering

migraines and feeling depressed and anxious.¹⁸¹ One worker stated, “I am very depressed and emotional because I have received no help at work.”¹⁸²

Several workers reported that the high level of stress led to physical problems. One employee reported having to go to the hospital twice in an ambulance because of work pressure.¹⁸³ She further stated that she had a stroke while in the hospital due to high blood pressure, which she believes to be due to the stress of her job.¹⁸⁴ Another employee reported that she had a panic attack on the job because of the pressure and had to go to the hospital in an ambulance.¹⁸⁵ A third worker with a thyroid problem said that her doctor told her it was a direct consequence of stress at work.¹⁸⁶ Another worker said, “My doctor told me my asthma was most likely stress related.”¹⁸⁷

For housekeepers, the mental stress due to excessive workloads was particularly intense. One housekeeper stated that she feels stressed and anxious every time she goes to work.¹⁸⁸ Another housekeeper attributes a stroke that she suffered many years ago to the pressure at work and reports always feeling “on edge.”¹⁸⁹ A third housekeeper mentioned

¹⁷³ Interview 63.

¹⁷⁴ Interview 88.

¹⁷⁵ Interview 87.

¹⁷⁶ Interview 29.

¹⁷⁷ Interview 30.

¹⁷⁸ Interview 33.

¹⁷⁹ Interview 44.

¹⁸⁰ Interview 46.

¹⁸¹ Interview 89; Interview 93.

¹⁸² Interview 35; Interview 57; Interview 37; Interview 44; Interview 46; Interview 27.

¹⁸³ Interview 37.

¹⁸⁴ Interview 53.

¹⁸⁵ Interview 55.

¹⁸⁶ Interview 55.

¹⁸⁷ Interview 49.

¹⁸⁸ Interview 79.

¹⁸⁹ Interview 16.

¹⁹⁰ Interview 22.

two co-workers who had panic attacks at work and went to the hospital in an ambulance.¹⁹⁰

A fourth housekeeper stated, "I find myself wanting to cry a lot and I have issues sleeping. I am really stressed by their demands and exigencies. I am worried that they will continue to push our boundaries until I will no longer be able to take it. The issues at work are affecting my relations with my family."¹⁹¹

"I find myself wanting to cry a lot and I have issues sleeping . . . I am worried that they will continue to push our boundaries until I will no longer be able to take it."

A fifth housekeeper reported requiring antidepressants, having trouble sleeping, and suffering digestive problems due to stress at work.¹⁹² This housekeeper stated, "I am at a breaking point with this job. . . . I do not know how much longer I will last."¹⁹³ A sixth housekeeper stated, "I do not even want to go to work. I hate it."¹⁹⁴ Lack of job security and inadequate or unaffordable health insurance, discussed further below, also contributed

to the severe mental stress experienced by the workers.

3. Environmental Health and Hygiene

Workers also reported problems relating to environmental health and hygiene. As discussed below, several workers asserted that excessive workload leads to inadequate time to clean properly. In addition, some workers reported an inadequate supply of cleaning products, infestations, and very poor air quality.

Inadequate Time to Clean Properly

Some employees connected the problems with cleanliness to having an insufficient number of employees and therefore inadequate time to clean properly.¹⁹⁵ For example, an employee at Red Rock Casino stated that her supervisor gives her two hours to clean a dirty kitchen and that "it cannot be done."¹⁹⁶ Housekeepers, in particular, reported being so rushed that they cannot adequately clean the rooms, which compromises hygiene.¹⁹⁷ Concerns about hygiene are especially salient to workers when bodily fluids are not properly cleaned. One housekeeper reported that she really has only 23 minutes to clean each room "and there is no way you can get everything done in 23 minutes."¹⁹⁸

¹⁹⁰ Interview 59.

¹⁹¹ Interview 31.

¹⁹² Interview 47.

¹⁹³ Interview 47.

¹⁹⁴ Interview 48.

¹⁹⁵ See, e.g., Interview 17; Interview 56; Interview 63.

¹⁹⁶ Interview 56.

¹⁹⁷ Interview 16.

¹⁹⁸ Interview 58.

Inadequate Supply of Cleaning Products

Another problem that workers reported was an inadequate supply of cleaning products.¹⁹⁹ An employee who helps cook said, “Many times we have to wash things without soap, which is a health hazard.”²⁰⁰ A housekeeper reported having to use glass cleaner to clean everything.²⁰¹ Other housekeepers also reported not always having the supplies they need to clean a room properly.²⁰²

One housekeeper stated, “The company cuts corners with respect to cleanliness and chemicals, just to save money. They do give us bleach, but they don’t give us nearly enough. They give us bleach for a month and it only lasts us two weeks.”²⁰³ Similarly, another employee stated, “We have one gallon of bleach, and we dilute it and make more out of it.”²⁰⁴

“We have one gallon of bleach, and we dilute it to make more out of it.”

One housekeeper stated that sometimes she supplies her cart herself.²⁰⁵ Another housekeeper said,

¹⁹⁹ Interview 36; Interview 73; Interview 74; Interview 33; Interview 31.

²⁰⁰ Interview 33.

²⁰¹ Interview 74.

²⁰² Interview 16; Interview 31; Interview 48.

²⁰³ Interview 31.

²⁰⁴ Interview 73.

²⁰⁵ Interview 68.

“They give us a form to fill out and sign stating that they give us sufficient quantities of cleaning supplies, but they do not.”²⁰⁶

Infestation

Several employees at Boulder Station reported roach infestations.²⁰⁷ One mentioned sometimes seeing cockroaches in the silverware and on the walls.²⁰⁸ Two others described finding cockroaches in the buffet area.²⁰⁹ One mentioned finding rats in the closet, as well as cockroaches in the restaurant.²¹⁰ Another said that they spray twice a week but still see cockroaches in the restaurant quite often.²¹¹

A couple of employees at Sunset Station also complained about cockroaches. One worker described finding both rats and cockroaches in the kitchen.²¹² Another reported seeing roaches coming out of the employee water fountain.²¹³ A kitchen sanitation worker who said she saw a mouse in the buffet area and informed management reported being told, “it’s fine, its free food.”²¹⁴ Rats and cockroaches spread diseases and are a safety risk to both

²⁰⁶ Interview 47.

²⁰⁷ Interview 61; Interview 62; Interview 63; Interview 74; Interview 27; Interview 17; Interview 70.

²⁰⁸ Interview 62.

²⁰⁹ Interview 63; Interview 70.

²¹⁰ Interview 74.

²¹¹ Interview 27.

²¹² Interview 64.

²¹³ Interview 32.

²¹⁴ Interview 89.

employees and customers.²¹⁵ They can cause gastrointestinal diseases, respiratory illnesses, and asthma.²¹⁶

Air Quality

Another issue related to environmental health is the amount of cigarette smoke in the air and complaints about the lack of adequate ventilation, especially at Boulder Station and Palace Station.²¹⁷ An employee at Palace Station explained, “We like to use our breaks to go outside to get fresh air. That is why we like to split 30 minutes breaks. It is very, very smoky.”²¹⁸

“We like to use our breaks to go outside to get fresh air. That is why we like to split 30 minutes breaks. It is very, very smoky.”

The same employee also complained that the carpet is poor quality and asserted that the fibers get in his lungs. Moreover, he said that after developing severe bronchitis for several months, he bought a surgical mask to wear to work, but his manager became angry and said it looked like he had a disease.²¹⁹ An employee at Red Rock also reported getting sick due to the smoke.²²⁰

²¹⁵ See CDC, Chapter 4: Disease Vectors and Pests (2009)

²¹⁶ *Id.*

²¹⁷ See, e.g., Interview 72; Interview 67; Interview 74.

²¹⁸ Interview 67.

²¹⁹ Interview 67.

²²⁰ Interview 72.

Studies have shown that occupational exposure to secondhand smoke increases workers’ risk of lung cancer and other diseases.²²¹ Casino workers are at an especially high risk of these secondary smoke-related illnesses.²²²

A. Rights to Daily Rest Periods and Paid Sick Leave

1. Daily Breaks

Some employees reported that because their workloads are so heavy, they do not have time to take their breaks. Housekeepers in particular reported this issue more than those in any other position.²²³ One housekeeper reported that the maximum amount of time she takes for lunch is 15-20 minutes if she has no checkouts.²²⁴ She said that several days a week she takes no lunch break at all and simply eats after her shift is over.²²⁵ Two housekeepers asserted that management was aware they do not take a lunch break

²²¹ See, e.g., U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Office on Smoking and Health, *The Health Consequences of Smoking—50 Years of Progress: A Report of the Surgeon General* (2014); National Institute for Occupational Safety and Health, Centers for Disease Control and Prevention, U.S. Department of Health and Human Service, *Environmental and Biological Assessment of Environmental Tobacco Smoke Exposure Among Casino Dealers* (2009).

²²² See American Cancer Society, *The Risks of Secondhand Smoke in Casinos* (2014); Nikki A. Lawford et. al., *Workplace Exposure to Secondhand Smoke Among Non-smoking Hospitality Employees*, 15 *Nicotine & Tobacco Research* 413, 413 (2013); see also *Despite Health Risks, Casino Dealers Still Exposed to Cigarette Smoke*, LAS VEGAS SUN, Feb. 14, 2010.

²²³ Interview 16; Interview 22; Interview 48; Interview 68; Interview 47.

²²⁴ Interview 22.

²²⁵ Interview 22.

in order to finish their work but does nothing about it.²²⁶

Another housekeeper reported that although management tells the housekeepers they should “feel free to take their time” for lunch, the reality is that they cannot take the full lunch break and still earn the requisite number of daily credits.²²⁷ A third housekeeper added, “They never say that we have to work during our breaks, but most people work at least part of their breaks because they do not have time to finish otherwise.”²²⁸ A fourth housekeeper asserted that housekeepers must skip their breaks in order to meet their quota, as they fear being punished if they do not.²²⁹

Some housekeepers reported being so rushed that they cannot take any breaks at all during their workday.²³⁰ One housekeeper commented, “I haven’t taken a break in years. I wouldn’t be able to finish my rooms if I took a break.”²³¹ She reported that once when she indicated on the time clock that she had not taken her break, she was “written up” for it.²³² She said a past supervisor told her to just mark that she had taken her break even though she hadn’t.²³³ Another housekeeper similarly reported that workers get disciplined for indicating that

they did not take their break.²³⁴ A worker asserted that at one of the properties, management had taken down the time log, fearing that workers would write down that they were not taking their full breaks.²³⁵

Some housekeepers reported that even taking time out to use the bathroom was difficult for them, as they are not allowed to use the bathrooms in the guest rooms.²³⁶ One housekeeper reported having to go down to the basement to use the bathroom, which takes time and requires passing the desk of a manager who, she said, makes comments if she goes too often.²³⁷ She said she does not feel comfortable or free to use the bathroom anytime she wants.²³⁸ Another housekeeper stated that although she is allowed to go to the bathroom anytime, she “holds it in” because she feels pressured to finish the rooms.²³⁹

The housekeepers were not alone in reporting this phenomenon. Three food service employees reported they have been reprimanded for taking too many bathroom breaks, and one said she had heard of multiple people being terminated for going to the bathroom too much or taking too many breaks.²⁴⁰ A server reported that the amount of pressure that comes from being understaffed often forces people to work

²²⁶ Interview 22; Interview 86.

²²⁷ Interview 16; Interview 22.

²²⁸ Interview 47.

²²⁹ Interview 97.

²³⁰ Interview 16; Interview 22.

²³¹ Interview 58.

²³² Interview 58.

²³³ Interview 58.

²³⁴ Interview 59.

²³⁵ Interview 97.

²³⁶ Interview 16.

²³⁷ Interview 16.

²³⁸ Interview 16.

²³⁹ Interview 22.

²⁴⁰ Interview 78; Interview 79; Interview 83.

through their breaks, as they are worried about their job security.²⁴¹ This server also confirmed that workers are even scared to take breaks to use the bathroom.²⁴² A cocktail waitress stated that she is required to ask for permission to use the bathroom, and said she was written up for taking a fifteen-minute bathroom break once.²⁴³

Some cooks, kitchen workers, and servers also reported not having time to take their breaks. One employee who works as a server at a buffet indicated that he had not taken a break in several weeks.²⁴⁴ He reported that they were so busy that his supervisor would send one person to the lunchroom at a time for a break.²⁴⁵ Another employee who works as a cook helper said she gets no breaks except lunch.²⁴⁶ Another server also reported that she takes no breaks besides her lunch.²⁴⁷ This same server reported seeing hostesses and cashiers working for eight hours straight with no break and stated that they are often not paid for the time they spent working instead of at lunch.²⁴⁸

A different employee explained that she is unable to take her lunch break because there is no one to cover her during her break, and she does not want

to ignore the customers.²⁴⁹ Similarly, an employee who works the graveyard shift reported that she does not take her lunch break because there is no one to relieve her.²⁵⁰ A restaurant employee reported that she is forced to take her lunch in the restaurant, so she can still serve and attend to any customers during this time.²⁵¹ One of the most extreme allegations was an employee who works as a food server and reported that he had taken only two breaks in five years.²⁵²

**“I’ve had two breaks
in 5 years.”**

In addition to the issue of excessive workloads preventing some workers from taking their breaks, there were concerns expressed about the timing of breaks. Multiple employees reported that they have no control over when they take their breaks. Several employees reported being forced to take their break immediately after arriving at work or within one to two hours of arrival.²⁵³ Another employee stated that they have to take breaks whenever management wants.²⁵⁴ A line cook who reported always having to take a break right after arriving to work explained that this is physically very hard because his

²⁴¹ Interview 87.

²⁴² Interview 87.

²⁴³ Interview 80.

²⁴⁴ Interview 62.

²⁴⁵ Interview 62.

²⁴⁶ Interview 34.

²⁴⁷ Interview 87.

²⁴⁸ Interview 87.

²⁴⁹ Interview 96.

²⁵⁰ Interview 88.

²⁵¹ Interview 96.

²⁵² Interview 57.

²⁵³ Interview 53; Interview 54; Interview 55; Interview 63; Interview 64.

²⁵⁴ Interview 56.

legs get tired standing for such a long time.²⁵⁵

2. Paid Sick Leave

Workers reported that they do not receive paid sick leave. Some stated that they have three paid “flex days” every six months that they can use when they are sick, or they can take an unpaid leave under the Family and Medical Leave Act (FMLA). The FMLA allows unpaid leave for certain medical and family reasons, including personal or family illness, pregnancy, and the birth of a child.²⁵⁶

A few workers reported that if they are paid for sick days, it is taken out of their vacation time.²⁵⁷ They also reported that management gives warnings or disciplines for taking more sick days than permitted by the flex days if they are not covered by the FMLA. A server stated that unless an absence is covered by the FMLA, management does not care about the reason—whether it is a legitimate medical reason or not.²⁵⁸ One worker reported that he has seen supervisors ignoring doctor’s notes.²⁵⁹

According to Station Casinos “Team Member Handbook,” any absence of one or more consecutive days (other than approved leaves of absence) or any

request to leave work early is considered an “incident.”²⁶⁰ When an employee accumulates three or more “incidents” within a rolling 180-day period, a documented verbal warning is issued and progressive discipline for attendance begins. At that point, any additional infractions result in progressive discipline as follows: written warning, final warning, and suspension pending investigation resulting in termination.²⁶¹

Workers referred to an “incident” as getting a “point” and several reported accumulating points due to sickness. A couple workers stated that they get a point whenever they call in sick.²⁶² Another worker stated, “If we call in sick and we show up the next day without a doctor’s note, we get a point.”²⁶³ A fourth employee asserted, “If you do not have FMLA and you call in sick three times in six months, you get a warning.”²⁶⁴

Because of the discipline system for absences, some workers reported that they go to work despite being sick.²⁶⁵ A worker close to retirement age said, “I live alone and cannot afford to miss work. . . . We are not granted the luxury of being able to stay home when we do not feel well.”²⁶⁶ He said he has worked for Station Casinos for eight years and says

²⁵⁵ Interview 63.

²⁵⁶ See U.S. Department of Labor, Wage and Hour Division, FMLA: Family and Medical Leave, available at <https://www.dol.gov/general/topic/benefits-leave/fmla>. To be eligible for leave under the FMLA, employees must have worked for their employer for at least 12 months, at least 1,250 hours over the past 12 months, and work at a location where the company employs 50 or more employees within 75 miles. *Id.*

²⁵⁷ Interview 17; Interview 51; Interview 52.

²⁵⁸ Interview 87.

²⁵⁹ Interview 75.

²⁶⁰ Station Casinos, “Beyond the Best”: Station Casinos Team Member Handbook, January 2012, at 26.

²⁶¹ *Id.* at 27.

²⁶² Interview 31; Interview 89.

²⁶³ Interview 26.

²⁶⁴ Interview 64.

²⁶⁵ Interview 72; Interview 72.

²⁶⁶ Interview 72.

he has never taken time off because of sickness.²⁶⁷

One employee reported asking to leave when she was sick and being told by management that she could not because there was no one who could cover her in her absence.²⁶⁸ The employee who had a miscarriage immediately returned to work the following day, as mentioned above, because she wanted to avoid any "problems" that could affect her job.²⁶⁹

3. Right to Fair Remuneration

Some workers specifically stated they wanted higher wages.²⁷⁰ Workers reported getting only one raise in the last three years, which they said happened at the same time that health insurance became much more expensive.²⁷¹ One worker said, "It's not fair for them to have a lot of money in their pockets, and us nothing."²⁷² Although the hourly wages were well above the minimum wage, ranging from approximately \$14 to \$18, there were other, more subtle ways that workers believe they have been deprived of fair remuneration.

²⁶⁷ Interview 72.

²⁶⁸ Interview 89.

²⁶⁹ Interview 34.

²⁷⁰ Interview 44; Interview 45; Interview 46; Interview 26; Interview 40; Interview 41.

²⁷¹ Interview 42.

²⁷² Interview 72.

1. Excessive Workload Without Overtime Pay

As discussed above, numerous workers complained about an excessive workload. Instead of being paid overtime to do additional work, they said they were expected to do it during a regular 8-hour day.²⁷³ Many of the workers were aware that overtime is paid at 1.5 times the regular wage rate but stated that they were not allowed to work overtime. As one employee put it, "they [meaning management] hate overtime."²⁷⁴ Another employee reported never having received overtime pay in over ten years of employment at Station Casinos.²⁷⁵ A third worker reported almost being given a warning for clocking out just one minute late.²⁷⁶ A fourth employee reported being harshly reprimanded for clocking out late, even though it was due to finishing work.²⁷⁷ At least some employees who complained about this situation were reportedly warned by supervisors that there were others who wanted their jobs.²⁷⁸

Employees attributed excessive workloads to understaffing, reporting that their casino-hotels had significantly reduced the number of staff but still required the remaining staff to accomplish the same amount of work. One employee said, "They will make you do an 8-hour job in 5.5 hours with a half

²⁷³ Interview 75.

²⁷⁴ Interview 65.

²⁷⁵ Interview 88.

²⁷⁶ Interview 30.

²⁷⁷ Interview 92.

²⁷⁸ Interview 80.

hour break.”²⁷⁹ Others reported having to do the work of two or more people.²⁸⁰ A couple employees specifically stated that two people in their department are now expected to do the same job that used to be done by five people.²⁸¹

One person reported, “We used to be three in our department . . . and now we are only two to do the same job that was done by three before.”²⁸² Similarly, another employee said, “I have to work on my own in a whole kitchen . . . work that is supposed to be done by three people they give to only one.”²⁸³ A server reported that although they are supposed to have only five tables maximum, she frequently has to serve 15-20 tables at a time.²⁸⁴ Another person observed that the company has reduced many workers from full-time to part-time, and said that, as a result, now she has to work double to make up for those people.²⁸⁵

Some workers felt like it was simply impossible to accomplish all of the work assigned to them.²⁸⁶ One person commented that it is “an immeasurable amount of work, we cannot finish all of the work unless we cut corners.”²⁸⁷

Another employee who is a porter said, “They ask more than what is humanly possible to do.”²⁸⁸ Not only do these workers feel that they are being asked to do an unreasonable amount, but some say they live in fear of being disciplined if they don’t get it done. One employee stated, “They tell us that if we do not do it in time, we will get a warning.”²⁸⁹ Many workers felt that more people need to be hired to get the work done.²⁹⁰

“They ask us to do more than what is humanly possible to do.”

Housekeepers in particular said they struggle with excessive workloads. Housekeepers must earn a certain number of “credits” each day based on the number and size of the rooms that they clean. The number of daily credits needed ranged from 14 to 17, depending on the property, with one credit given per room. Suites were usually 1.5 to 3 credits, based on the size. Several housekeepers reported that the number of required credits required fails to take into account the condition of the rooms.²⁹¹

Although housekeepers reported that the amount of credits needed is usually reduced based on the number checkouts, they said this reduction only applies if the number of checkouts is very high. For example, a housekeeper at Sunset Station said that she has to earn 17

²⁷⁹ Interview 52.

²⁸⁰ See, e.g., Interview 61; Interview 35; Interview 29; Interview 34; Interview 53.

²⁸¹ Interview 29; Interview 34.

²⁸² Interview 42.

²⁸³ Interview 26.

²⁸⁴ Interview 87.

²⁸⁵ Interview 55.

²⁸⁶ See, e.g., Interview 63; Interview 64; Interview 52; Interview 29; Interview 34; Interview 82.

²⁸⁷ Interview 47.

²⁸⁸ Interview 29.

²⁸⁹ Interview 26.

²⁹⁰ See, e.g., Interview 34; Interview 35; Interview 38; Interview 53.

²⁹¹ Interview 16; Interview 22; Interview 58; Interview 59.

credits a day.²⁹² Regular rooms are 1 credit, mini suites are 1.5 credits, and suites are 3 credits.²⁹³ She said that she is allowed to clean one less room only if she has at least 14 checkouts.²⁹⁴ Another housekeeper who said she cleans 14 mini-suite size rooms per day reported being allowed to reduce the number only if 12 or more rooms are checkouts.²⁹⁵

A couple housekeepers reported that their credits are not reduced at all based on the number of checkouts.²⁹⁶ For example, one said she has to clean 16 rooms daily, even if all of them are checkouts.²⁹⁷ Cleaning rooms in large hotels can be particularly challenging when housekeepers have to move between many floors. One housekeeper reported that she has to clean rooms on five different floors.²⁹⁸ Another mentioned being responsible for six to seven floors.²⁹⁹

Furthermore, one housekeeper reported that if a co-worker does not appear for an assigned shift, management allocates that person's share of rooms among the remaining housekeepers, placing a significant additional burden on them.³⁰⁰ That housekeeper reported that they are not given more time to complete

the extra work, so each person must earn more credits during the same eight-hour period.³⁰¹

Similarly, another housekeeper reported that sometimes she is told to clean the "showrooms," which are the rooms shown to people who are interested in signing a contract for a convention or large event.³⁰² On those occasions, she said she must clean the showrooms in addition to her regular number of rooms, which she said creates intense time pressure.³⁰³ At one time, another housekeeper reported, suite rooms were considered two rooms, but then they were treated as single rooms, without giving the housekeepers any additional time to clean double the space that they were cleaning before.³⁰⁴ That housekeeper also said that the requirements regarding what needs to be cleaned in a room have also increased.³⁰⁵ Another reported that lately she has been required to do "deep cleaning" on top of her regular duties, which was previously done by a different department.³⁰⁶

The time pressure can also increase if a housekeeper is told to clean a room again because it did not pass the inspection. Housekeepers reported that every room gets inspected after it is cleaned and must get a mark of at least 85 to pass.³⁰⁷ One housekeeper reported

²⁹² Interview 68.

²⁹³ Interview 68.

²⁹⁴ Interview 68.

²⁹⁵ Interview 31.

²⁹⁶ Interview 22; Interview 58.

²⁹⁷ Interview 22.

²⁹⁸ Interview 68.

²⁹⁹ Interview 32.

³⁰⁰ Interview 16.

³⁰¹ Interview 16.

³⁰² Interview 22.

³⁰³ Interview 22.

³⁰⁴ Interview 97.

³⁰⁵ Interview 97.

³⁰⁶ Interview 31.

³⁰⁷ Interview 16; Interview 22.

that rooms frequently do not pass, scoring marks of only 40-50, because the housekeepers are so rushed.³⁰⁸ She said that if a room does not pass, management talks to the housekeeper and then requires her to clean the room again.³⁰⁹ Although speaking with management and cleaning the room again takes time, the housekeeper said she must still complete the requisite number of daily credits.³¹⁰ Another housekeeper similarly reported feeling very stressed about earning marks of at least 85.³¹¹ She reported that housekeepers risk being fired if their rooms repeatedly do not pass the inspections.³¹²

2. Working off the clock or with a broken clock

One worker reported that management sometimes requires employees to clock out on time and then finish their work off the clock.³¹³ Another described having to arrive at work before their shift officially begins to get ready and not being compensated for that time. This housekeeper stated that she has to be at her station by 9 a.m., so she often arrives 20 minutes earlier to stock up on all of the necessary supplies, but she is not paid for that time, which is off the clock.³¹⁴

Other workers reported problems with the clock itself that made it difficult

to record their hours correctly. For example, some workers reported that the clock does not always record the time that they “clock in.”³¹⁵ These workers reported being reprimanded for the failure of the machine, even though, they said, management knows it is faulty.³¹⁶ Some workers even reported having their jobs threatened because the clock wasn’t working properly, but nothing had been done to fix it.³¹⁷

3. Being Assigned Tasks Outside the Job Description

In addition, some workers reported being given tasks that are not part of their job description. For example, one person said that if he finishes his work before his shift ends, management has him help the porter clean the slot machines.³¹⁸ Two workers reported doing the work of dishwashers although they are not dishwashers.³¹⁹ Another stated that outside parking lot porters are used to fill in when someone is sick.³²⁰ One person noted that stove cleaners are sometimes used to do kitchen work like cleaning the floors.³²¹ Yet another server explained that she has to take time away from serving to fill refrigerators with ice when they break down so the food will not spoil.³²² When one worker

³⁰⁸ Interview 16.

³⁰⁹ Interview 16.

³¹⁰ Interview 16.

³¹¹ Interview 22.

³¹² Interview 22.

³¹³ Interview 96.

³¹⁴ Interview 31.

³¹⁵ Interview 93; Interview 94; Interview 98.

³¹⁶ Interview 93; Interview 94; Interview 98.

³¹⁷ Interview 93; Interview 94; Interview 98.

³¹⁸ Interview 42.

³¹⁹ Interview 40; Interview 41.

³²⁰ Interview 67.

³²¹ Interview 64.

³²² Interview 87.

complained that he was being assigned duties outside of his position due to understaffing, he said his manager told him, "If you don't like it you can leave."³²³ One worker pointed to a special problem that arises when an employee is told to perform tasks associated with a higher paying job but received no increase in compensation for doing so.³²⁴

3. Right to Job Security

1. Unpredictable Hours of Employment

Some employees felt that they had no job security.³²⁵ An employee who is "on-call," like her husband, stated "there is no guarantee that we will have a job the next day."³²⁶ Others similarly reported that their hours are changed all the time.³²⁷ One worker said she is supposed to have Tuesdays and Wednesdays off, but they always change her days.³²⁸ Another worker commented that without job security, there is no mental security. She felt scared that if she did not answer the phone and come to work whenever she was called, the company would retaliate, presumably by not calling her anymore.³²⁹ A worker with three children who reported being reduced from full-time to part time said she did not object

³²³ Interview 90.

³²⁴ Interview 51.

³²⁵ See, e.g., Interview 31; Interview 54; Interview 55; Interview 60; Interview 64; Interview 40; Interview 41; Interview 39.

³²⁶ Interview 41.

³²⁷ Interview 55; Interview 56.

³²⁸ Interview 56.

³²⁹ Interview 60.

because she was worried that she would be terminated.³³⁰ Another worker who is a cook said, "They ask 100% from us, but discard us when it's convenient for them."³³¹

"They ask 100% from us, but discard us when it's convenient for them."

2. Fear of Reporting Injuries and Taking Time Off Due to Illness

Some workers stated that they feared negative repercussions for reporting an injury, calling in sick, or taking time off to care for sick family members. One worker who said she injured her shoulder when a piece of equipment accidentally hit her stated that she ended up getting a warning for not having her line in proper form because she had to leave to report the injury.³³² Another employee described favoritism by management in deciding whether or not to give "points" to people who call in sick.³³³ A third employee reported that he nearly lost his job after leaving the state to see his mother before she passed away from cancer; he said he was only able to keep his job after contacting the NLRB.³³⁴ A fourth employee stated that she got a chemical in her eye at work but continued to work for five days with an infected eye

³³⁰ Interview 89.

³³¹ Interview 61.

³³² Interview 17.

³³³ Interview 26.

³³⁴ Interview 77.

because she was so scared of being fired.³³⁵

Another employee who has suffered multiple work-related injuries reported that her manager does not respect the fact that she was placed on light duty.³³⁶ She said, "People know I'm permanently injured yet they demand from me to do even more."³³⁷ She reports being reprimanded for not doing all of her work.³³⁸ An employee who had a miscarriage that she attributes to pushing a defective cart said she did not tell her supervisor because she is a single mother and feared that reporting the incident could affect her job.³³⁹ A couple of workers felt that managers were not concerned for their wellbeing because their first response to an injury is to give the worker a drug test.³⁴⁰

3. Inadequate Grievance Procedure

A number of workers reported that the grievance procedure was inadequate. One worker commented there was no point in filing a grievance because she has seen her coworkers do it and "nothing ever happens."³⁴¹ Several others agreed that HR did not help resolve problems.³⁴² According to one employee, "HR just looks at you very cold

and just stares at you in a way that makes you feel that you have no power. They try to intimidate you."³⁴³ Another worker said, "HR used to be helpful and investigate all of the issues but as of late they are not investigating."³⁴⁴ This worker stated that HR is trying to "sweep our issues under the rug and ignore us."³⁴⁵ Lack of confidence in the company's grievance procedure contributes to a sense of job insecurity because workers fear negative repercussions if they report problems.

1. Inadequate or Unaffordable Health Insurance

Workers reported that their health insurance was too expensive, provided inadequate coverage, and/or did not provide adequate options for doctors. Some workers stated that they would like to have the PPO plan, but it was unaffordable.³⁴⁶ Workers commonly reported paying \$100-\$200 per month for health insurance.³⁴⁷ One worker who paid \$200 per month said, "It's a fifth of what I make."³⁴⁸ Another who pays \$130 per month said it was 12% of his check.³⁴⁹

³³⁵ Interview 56.

³³⁶ Interview 37.

³³⁷ *Id.*

³³⁸ *Id.*

³³⁹ Interview 34.

³⁴⁰ Interview 56; Interview 68.

³⁴¹ Interview 22.

³⁴² Interview 41; Interview 47; Interview 48; Interview 49.

³⁴³ Interview 61.

³⁴⁴ Interview 46.

³⁴⁵ Interview 46.

³⁴⁶ Interview 67; Interview 51.

³⁴⁷ Interview 34; Interview 37; Interview 38; Interview 42; Interview 45; Interview 46; Interview 47.

³⁴⁸ Interview 34.

³⁴⁹ Interview 47.

Besides cost, workers who had the HMO complained about the time it takes to see a doctor and its limited coverage.³⁵⁰ One worker who reported having suffered a stroke said, "They are waiting for you to die before they make an appointment."³⁵¹ Another worker stated that the medication she uses is not covered by the HMO, so she has to pay for it out of pocket every month.³⁵²

A third worker said she has a baby who needed dental surgery due to a deformity at birth. She reported that the surgery cost \$800 and could not be scheduled for two months, even though the baby was in constant pain.³⁵³ A couple other workers also complained about not being able to afford dental care. One worker reported that he had to pay over \$3,000 to fix his teeth.³⁵⁴ Another stated that he and his wife go to Mexico to see a dentist there because they cannot afford one in the U.S. under their health plan.³⁵⁵

Part-time, on-call, and temporary workers have no health benefits at all.³⁵⁶ One worker commented, "Recently in my casino they fired many people and hired many others part-time, so that they do

³⁵⁰ Interview 74; Interview 30; Interview 31; Interview 34; Interview 36; Interview 38; Interview 30; Interview 42; Interview 43; Interview 45; Interview 46; Interview 47.

³⁵¹ Interview 22.

³⁵² Interview 68.

³⁵³ Interview 74.

³⁵⁴ Interview 31.

³⁵⁵ Interview 62.

³⁵⁶ Interview 49; Interview 00; Interview 27; Interview 30; Interview 60; *see also* Station Casinos LLC Team Member Benefit Plan: Medical, Dental, Vision and Other Benefits, Summary Plan Description, at 2

not have to offer benefits."³⁵⁷ Another worker similarly stated that she thinks Station Casinos hired so many on-call people so that they can pay them less, since they don't receive benefits.

2. Inadequate Retirement Plans

A small number of workers indicated that they would like a pension rather than the option of investing in a 401(k) plan.³⁵⁸ One worker close to retirement age reported that she has no pension and no retirement plan.³⁵⁹ Another worker commented that even if he worked at Station Casinos for thirty years, when he leaves he gets nothings.³⁶⁰ A third worker in her 50s reported that if she had worked twenty years with a Unionized casino, she would have a pension.³⁶¹ "Right now I have nothing," she said.³⁶²

F. Right to Freedom of Association and Collective Bargaining

The vast majority of the workers reported that management has stopped making explicit anti-Union statements. Some workers, however, reported getting more warnings or discipline after showing support for the Union.³⁶³ One worker said she was suspended after

³⁵⁷ Interview 30.

³⁵⁸ Interview 16; Interview 18; Interview 50.

³⁵⁹ Interview 16.

³⁶⁰ Interview 54.

³⁶¹ Interview 61.

³⁶² Interview 61.

³⁶³ Interview 17; Interview 29.

speaking at a Union rally in 2014.³⁶⁴ Another worker reported being almost fired twice and having to get the Union involved.³⁶⁵ A housekeeper named Hilda Sanchez, who is a vocal supporter of the Union, reported being fired in April 2016. Her NLRB complaint alleges that she was terminated for pretextual and retaliatory reasons. Her story is featured below.



Hilda Sanchez, pictured here with her daughter, reports being fired on pretextual and retaliatory reasons.

In the affidavit supporting her NLRB complaint, Hilda states that she was fired for "violating the no-politics" because she helped a union by speaking in front of about 200 employees at the hotel. It was nothing more than a union. Prior to this incident, she stated she had never been disciplined. Hilda reported that on the day that the incident occurred, she was going to call her mother in the Palm Springs Medical Center. Her daughter, a 17-year-old, was experiencing a seizure. Hilda has filed a NLRB complaint because she believes that was fired due to her prominent Union activities.

³⁶⁴ Interview 72.
³⁶⁵ Interview 43.

Other workers also felt that management was looking for an excuse to fire them for wearing a Union button.³⁶⁶ For example, one worker who was drug tested twice after getting cleaner in her eye thought management was looking for an excuse to fire her because she was wearing the Union button.³⁶⁷ Another worker said, "I feel that they are looking for excuses to fire me all the time. They have made up excuses and have lied to my supervisor."³⁶⁸ Similarly, a third worker stated, "They are reviewing everything I do and I feel that they are always trying to get information on me to build a case to get me out."³⁶⁹

The worker who reported almost being given a warning for clocking out one minute late attributes this to his support for the Union.³⁷⁰ Another worker reported that she was given an excessive workload after joining Union organizing efforts and repeatedly harassed by management.³⁷¹

A few workers reported being denied certain privileges because of their Union activities. One worker suspected that he is not allowed to change shifts because he wears the Union button.³⁷² Another thought that the reason she is no longer given employees to train is because she supports the Union, and management fears she will attract others

³⁶⁶ Interview 52; Interview 33.
³⁶⁷ Interview 52.
³⁶⁸ Interview 33.
³⁶⁹ Interview 30.
³⁷⁰ Interview 30.
³⁷¹ Interview 80.
³⁷² Interview 62.

to the Union.³⁷³ Others reported a change in attitude or being mocked as a result of joining the Union. For example, one worker reported that since he started to wear the Union button, management no longer jokes with him in a pleasant way.³⁷⁴

The most common Union-related issue reported by workers is a sense of being watched or scrutinized more carefully because they support the Union.³⁷⁵ One worker stated, "I have encountered my supervisor hiding behind walls to listen to what I say. I guess that they want to make sure that we do not talk about the Union."³⁷⁶ Another commented, "They are always checking what we are doing. They almost do not let us talk to people at all."³⁷⁷ Similarly, a third worker said, "I feel that they scrutinize everything I do and they do not let me talk to any employees for fear that I will convert them [to the Union]."³⁷⁸ A fourth worker stated, "because I wear a button, they always stay behind me, keeping a close eye on me."³⁷⁹ A fifth worker stated, "I am constantly being watched."³⁸⁰

Only a couple workers reported being verbally harassed about their Union

activities. One person said that his supervisor asked who had attended a Union protest at Red Rock and then said, "those Union idiots."³⁸¹ Hilda, photographed above, whose daughter has a serious health condition, reported in her initial interview in 2015 that her supervisor had at one spent about half an hour trying to talk her out of supporting the Union, saying "Think about your daughter . . . the company is good for you . . . giving you a job so you can provide for your daughter."³⁸² Hilda felt that her supervisor was trying to "break her down."³⁸³ Another person mentioned that when the workers put leaflets about the Union on the tables, managers immediately pick them up.³⁸⁴

G. Right to Nondiscrimination

Most of the workers did not report any form of discrimination. However, the reports of workers being scrutinized or disparaged due to their Union affiliation, discussed above, could constitute discrimination based on political or other opinion under international human rights principles, as noted above.³⁸⁵ Furthermore, some workers felt discriminated against based on race, language, or sex.

One housekeeper thought that Latinos were treated worse because she believed that their rooms were checked more and they were given a harder time

³⁷³ Interview 26.

³⁷⁴ Interview 47.

³⁷⁵ Interview 56; Interview 58; Interview 26; Interview 29; Interview 34; Interview 31; Interview 35; Interview 36; Interview 37; Interview 43; Interview 47; Interview 65.

³⁷⁶ Interview 31.

³⁷⁷ Interview 34.

³⁷⁸ Interview 43.

³⁷⁹ Interview 65.

³⁸⁰ Interview 35.

³⁸¹ Interview 30.

³⁸² Interview 59.

³⁸³ Interview 59.

³⁸⁴ Interview 44.

³⁸⁵ See *supra* note 116.

than Caucasian employees.³⁸⁶ Another worker also thought management makes Latinos work harder and specifically stated that they crack down on “older Hispanics.”³⁸⁷ A third employee claimed that Hispanics are overlooked in promotions.³⁸⁸ Two kitchen workers complained that their Caucasian manager allowed English music, but did not allow Spanish music, saying “we won’t listen to this Tijuana [expletive] music.”³⁸⁹ Another worker agreed that Mexicans are treated differently, stating that the manager sometimes verbally abuses the workers for being Mexican.³⁹⁰ A cook claimed that the only people given extra work in her department are Hispanics.³⁹¹

Two employees who said they have worked at Station Casinos for nearly two decades felt that the managers treated Caucasians better in terms of work assignments and promotion.³⁹² One worker also commented that there are many chefs who discriminate against Latinos.³⁹³ A server asserted that a Caucasian chef at her work makes derogatory comments about other races, and although complaints have been filed against him, it does not appear that anything was done.³⁹⁴ Another person stated that the chef where she works is

more friendly with whites and blacks than Latinos.”³⁹⁵ In addition, a few employees reported language discrimination.³⁹⁶ A couple workers reported having seen African American employees being singled out and harassed.³⁹⁷

There were also several reports of discrimination based on gender. One worker thought men were treated better than women.³⁹⁸ Another noted that women are not asked to do certain jobs even though they are physically capable of doing them.³⁹⁹ A third stated, “My chef does not like females in my area. I am the only female and he tries to make me feel bad and make me feel less.”⁴⁰⁰ A fourth employee who works as a cook stated, “It is humiliating how they treat women and girls. My manager humiliates us and treats us very badly. We have reported the issue to HR several times, but they don’t do anything.”⁴⁰¹ Another female employee likewise reported being humiliated in front of others by her supervisor, who, she said, screams at her.⁴⁰² She stated, “I passed out at work once, because my manager had me doing jobs that only men usually do.”⁴⁰³

A few workers reported age discrimination.⁴⁰⁴ In addition, Maria, who

³⁸⁶ Interview 22.

³⁸⁷ Interview 52.

³⁸⁸ Interview 91; Interview 97.

³⁸⁹ Interview 83, 87.

³⁹⁰ Interview 53.

³⁹¹ Interview 93.

³⁹² Interview 68; Interview 75.

³⁹³ Interview 26.

³⁹⁴ Interview 87.

³⁹⁵ Interview 36.

³⁹⁶ Interview 17; Interview 26; Interview 45.

³⁹⁷ Interview 92; Interview 95.

³⁹⁸ Interview 52.

³⁹⁹ Interview 67.

⁴⁰⁰ Interview 36.

⁴⁰¹ Interview 46.

⁴⁰² Interview 49.

⁴⁰³ Interview 49.

reported multiple work-related injuries as described above, felt discriminated against based on her disabilities. She stated, "I am not treated fairly in light of my injuries. I feel that they want to drive me out of work."⁴⁰⁵

Dignity is the cornerstone of the human rights framework. Several of the workers we interviewed either specifically mentioned harm to their dignity or made comments indicating that they felt dehumanized. One worker stated, "We are not numbers. We are human beings. We deserve fair treatment. We deserve respect. We are not trash on the street."⁴⁰⁶ Another worker said, "I would like them to respect our dignity and treat us as people."⁴⁰⁷ A third worker commented, "We are treated like a subhuman class . . . they violate our dignity . . . they can treat us like people, not like animals."⁴⁰⁸

"We are not numbers. We are human beings. We deserve fair treatment. We deserve respect. We are not trash on the street."

A fourth worker observed, "In the past I felt that Station used to care about their employees. Now I feel that they do

not care."⁴⁰⁹ A fifth worker stated, "The company says they love locals, but they employ locals and don't treat them well."⁴¹⁰ A sixth person said, "Above all, I would like them to treat us with dignity and respect."⁴¹¹ These comments indicate that more can be done to ensure that workers' dignity is protected.

"The company says they love locals, but they employ locals and don't treat them well."



⁴⁰⁴ Interview 16; Interview 52.

⁴⁰⁵ Interview 37.

⁴⁰⁶ Interview 72.

⁴⁰⁷ Interview 33.

⁴⁰⁸ Interview 47.

⁴⁰⁹ Interview 38.

⁴¹⁰ Interview 82.

⁴¹¹ Interview 46.

VI. APPLICATION OF HUMAN RIGHTS NORMS TO FINDINGS

These interviews raise serious human rights concerns about the conditions of work at Station Casinos' properties. The ways in which the assertions made by the workers relate to the human rights principles discussed above are summarized below.

1. Safe and Healthy Working Conditions

The right to the highest attainable standard of physical and mental health, as well as the right to just and favorable conditions of work under the international human rights framework include safe and healthy working conditions. Examples of allegations made by interviewed workers that raise serious concerns about abuses of health and safety include:

- Inadequate safety equipment, such as gloves, masks, and goggles, and broken eyewash stations;
- Inadequate safety precautions for cleaning biohazards in hotel rooms;
- Failure to protect workers from abuse and harassment by customers;
- Hazardous working conditions (e.g. wet floors, defective machinery, broken equipment) that result in preventable occupational injuries;

- Failure to provide a hygienic work environment, including failure to provide adequate cleaning products and time to clean properly, failure to eliminate roach and rodent infestations, and poor air quality;
- Excessive workloads that push workers beyond their physical and mental capacities;

2. Daily Breaks and Sick Leave

The right to just and favorable conditions of work also includes the rights to rest and leisure and reasonable limitation of working hours, which encompasses daily rest periods, paid annual leave, and paid sick leave. Examples of allegations made by interviewed workers that raise serious concerns about respect for these rights include:

- Making it impossible for workers to take breaks due to excessive workloads;
- Failing to provide paid sick leave.

3. Fair Remuneration

Human rights principles include the right to a "fair wage," which must be enough to provide all workers with a decent living for themselves and their families. Although Station Casinos' workers were paid well above the minimum wage, the interviews pointed to

more subtle ways that remuneration was unfair, including:

- Requiring workers to do more than 8 hours of work in a regular workday instead of paying overtime;
- Requiring workers to work “off the clock” or with a broken clock;
- Assigning workers tasks outside of their job description.

D. Job Security

- International human rights principles protect job security. Examples of Station Casinos’ failure to respect this right include:
- Relying on “on-call” workers who have unpredictable hours and lack job security;
- Allowing workers to be disciplined, or threatening them with discipline, for reporting injuries, calling in sick, or taking time off to care for sick relatives.

E. Social Security

Social security is a human right that includes adequate benefits, such as health insurance and retirement plans, as well as paid sick leave and paid annual leave. Examples of Station Casinos’ failure to respect this right include:

- Providing inadequate and unaffordable health insurance to full-time workers;

- Providing no health benefits to part-time and on-call workers;
- Providing inadequate retirement plans;
- No paid sick leave; deducting sick days from vacation time.

F. Freedom of Association and Collective Bargaining

International human rights law protects the right to freedom of association and collective bargaining. The interviews we conducted indicated that management was no longer making explicit anti-Union statements. However, some of the interviewees reported more subtle forms of interference with freedom of association, such as scrutinizing workers affiliated with the Union more closely and, in some cases, looking for excuses to discipline or fire them. Station Casinos’ decision to fire Hilda, one of the most vocal member of the Union organizing committee whose NLRB complaint is discussed above, exemplifies this concern and invites further investigation into whether Station Casinos is genuinely respecting the right to freedom of association.

G. Nondiscrimination

Nondiscrimination is one of the most fundamental principles in the human rights framework. Although most workers did not complain of discrimination, some workers reported discrimination based on race, gender, or

age. Some workers also reported being treated less favorably because of their support for the Union, as noted above, which would constitute discrimination based on "political or other opinion" under international human rights norms.

VII. RECOMMENDATIONS

Station Casinos and Deutsche Bank should both take steps to address the allegations discussed above to ensure compliance with international human rights principles.

A. Recommendations for Deutsche Bank

-- Recognize that Deutsche Bank has made a commitment to prevent and mitigate human rights abuses linked to its operations through its business relationships, not just in business enterprises where it has governance rights.

-- Consult with the Bank's Corporate Social Responsibility (CSR) department before entering into any contract that may prohibit the Bank from interfering with a business partner's operations, and avoid entering agreements that impede Deutsche Bank's ability to fulfill its human rights commitments.

-- Apply Deutsche Bank's Environmental and Social Reputational Risk Framework (ES Risk Framework) and due diligence procedures to the Bank's business relationship with Station Casinos. Involve the Bank's sustainability specialists and independent experts to evaluate the risk of human rights abuses. Any investigator hired by Deutsche Bank or Station Casinos should be fully independent and

should be agreed to by other stakeholders, including the workers.

-- Consult directly with workers employed by Station Casinos in assessing the Environmental and Social Reputational Risk.

-- Agree upon specific actions that will be taken to address the human rights concerns set forth in this report. Establish a timeline for taking those actions and a process to ensure that it is followed.

-- Create a transparent process for reporting to the public the specific actions that have been taken to address the human rights issues set forth in this report.

-- Establish an easy-to-use grievance mechanism for workers at Station Casinos to directly report human rights abuses to Deutsche Bank in the future. The mechanism should include a point of contact at Deutsche Bank.

-- Provide trainings to senior management at Station Casinos about the human rights that Deutsche Bank has agreed to respect and protect in its business operations, including through its business relationships. Share best practices for enhancing protection of these human rights.

-- Ensure that Deutsche Bank's Corporate Social Responsibility (CSR) department is consulted by the Legal Department when alleged human rights abuses are reported and that a response is provided addressing the substance of the human rights concerns.

1. Recommendations for Casino Workers

-- Investigate the health and safety issues identified in the report and take steps to ensure that it maintains a safe workshop, including by: (1) providing adequate safety equipment to protect workers; (2) ensuring that existing policies addressing health and safety issues, including policies addressing reports of abuse by customers, are being properly implemented or developing such policies if none exist; (3) promptly fixing defective machinery and broken equipment that can result in workplace injuries; (4) eliminating any infestations that create health risks; (5) monitoring and maintaining acceptable air quality in the casinos; and (6) hiring sufficient employees to reduce the mental and physical strain on workers.

-- Consult workers on the amount of work that can be reasonably be accomplished within a regular 8-hour workday, taking into account time for breaks, and pay overtime for any additional work.

-- Reduce reliance on part-time workers and on-call workers who lack benefits and/or job security.

-- Provide paid sick leave so that workers are able to recuperate from illness or injury; improve the cost and quality of health insurance plans to help workers care for themselves and their families.

-- Provide adequate training to workers and management on employment and labor rights to encourage workers to report problems and reduce the risk of retaliation. Adequately train all staff on nondiscrimination policies, including

race, gender, and age discrimination. Ensure that any managers who engage in discriminatory practices are disciplined.

-- Prohibit discrimination of any kind based on Union affiliation or other forms of association; monitor managers to ensure that workers who support Unionization are not treated any differently from other workers.

2. Recommendations for Federal and State Governments

-- Germany and the United States are both in the process of developing National Action Plans for business and human rights.⁴¹² These National Action Plans should make it clear that the UN Guiding Principles and OECD Guidelines apply equally to companies' domestic activities, as well as their activities overseas.⁴¹³ In addition, the National Action Plans should make human rights due diligence mandatory, including for investments by financial institutions.

-- The U.S. Government should expand corporate disclosure requirements on human rights issues, including the due diligence measures that companies have

⁴¹² See Press Release Announcing Development of German National Action Plan, Nov. 12, 2014, available at <http://business-humanrights.org/en/germany-launches-development-of-national-action-plan-on-business-human-rights>; U.S. Gov't Holds Final Consultation for National Action Plan on Business & Human Rights – Submissions & Commentary, available at <http://business-humanrights.org/en/us-govt-holds-final-consultation-for-national-action-plan-on-business-human-rights-submissions-commentary#c108975>; see also <http://nationalactionplan.us>.

⁴¹³ See, e.g., Shift, Submission to the US Government Regarding its Proposed National Action Plan on Responsible Business Conduct 2, Aug. 7, 2015, available at http://business-humanrights.org/sites/default/files/documents/Shift_USNAPSubmission_Final.pdf.

in place to prevent risks, mechanisms for consulting with potentially affected communities, mechanisms for addressing any human rights abuses that occur, and information about supply chains to promote transparency.⁴¹⁴

-- The human rights issues detailed in this report raise serious questions about Station Casinos' compliance with U.S. and Nevada laws, which merit further investigation by federal and state authorities. Potentially relevant laws include the following:

- Occupational Health and Safety Act (OSHA) and its regulations, including rules governing personal protective equipment (1910 Subpart I), hazardous materials (1910 Subpart H); Ventilation (1910.94); General Environmental Controls (1910 Subpart J); Machinery and Machine Guarding (1980 Subpart O);
- Fair Labor Standards Act (FLSA) and its regulations, which, among other things, require employers to pay non-exempt employees for all hours worked, including time worked during a break even if the break is supposed to be unpaid (see 29 C.F.R. § 785.11);

⁴¹⁴ See, e.g., Righting Finance, Global Witness, and Friends of the Earth United States, Submission to Consultation on National Action Plan for Responsible Business Conduct, April 24, 2015, available at [http://business-humanrights.org/sites/default/files/documents/Rf%20Submission%20w%20logos%20\(1\).pdf](http://business-humanrights.org/sites/default/files/documents/Rf%20Submission%20w%20logos%20(1).pdf).

- National Labor Relations Act (NRLA) and its regulations, which prohibit discrimination against an employee because of Union activities or affiliation;
- Title VII of the Civil Rights Act of 1964, which makes it unlawful for an employer with 15 or more employees to discriminate against an employee based on race/color, national origin, or sex;
- Nevada Laws governing meals and breaks (N.R.S. 608.019), overtime (N.R.S. 609.018), and hours worked (N.R.S. 608.016; N.A.C. 608.115(1)-(2));
- Southern Nevada Health District regulations governing the sanitation and safety of public accommodation facilities and food establishments;⁴¹⁵
- Nevada laws regulating licensing and control of gaming, which require licensed establishments where gaming is conducted to “protect the public health, safety,” (NRS. 463.0129(1)(d)), condition licensure upon due consideration for public health and safety (N.R.S.

⁴¹⁵ See Southern Nevada Health District Food Establishment Regulations, available at <http://southernnevadahealthdistrict.org/food-regulations/table-contents.php> and regulations governing the health and safety of public accommodation facilities, available at <http://southernnevadahealthdistrict.org/public-accom/pa-regs.php>.

463.170(1)), and allow suspension of a person's registration as a gaming employee, a term that includes supervisors and managers, if necessary for the preservation of public health, safety, or general welfare (N.R.S. 463.336(1)).

9. Recommendations for International Organizations

International organizations such as the UN and the ILO have paid increasingly greater attention to the responsibilities of business enterprises in the realm of human rights. The failure of a company like Deutsche Bank to protect the rights to health and just and favorable conditions of work in its U.S. supply chain could be addressed by international organizations in the following ways:

-- The Committee on Economic, Social, and Cultural Rights could address Deutsche Bank's failure to protect the human rights of workers in its U.S. supply chain in its annual report on Germany in July 2016.

-- The ILO should move from dialogue to standard setting on global supply chain regulation creating transnational enforcement on human rights protections including freedom of association, minimum living wages, workplace health and safety, and workers' rights in labor migration processes.

-- The UN Special Rapporteur on the right of everyone to the enjoyment of the highest attainable standard of physical

and mental health should consider investigating the situation of casino and hotel workers in Las Vegas.

-- The UN Human Rights Council's Working Group on the Issue of Human Rights and Transnational Corporations should consider this report and similar reports in identifying gaps in the existing framework and developing additional guidance on implementation of the UN Guiding Principle on Business and Human Rights. In particular, the Working Group could develop additional guidance on business relationships and supply chains.

VIII. Conclusion

Deutsche Bank holds itself to a high standard when it comes to promoting and protecting human rights. Its Statement on Human Rights declares, "We must be guided by what is right, not just by what is allowed." The company promises that its "business partners and respective business transactions must meet moral and ethical standards deemed to be exemplary."⁴⁶ In fact, Deutsche Bank has stressed that human rights are "at the core of all we aspire to do."⁴⁷ As a leader in the field of business and human rights and a part owner of Station Casinos, Deutsche Bank should investigate the worker reports of human rights abuses described in this report and take appropriate action to address them. It would be a disservice not only to Deutsche Bank's international reputation,

⁴⁶ Deutsche Bank, Deutsche Bank Commitment to Global Compact, (2000), available at <http://www.un.org/partners/business/goevent/companies/pdf/deutschebank.pdf>.

⁴⁷ Deutsche Bank, Human Rights, https://www.db.com/en/en/positions/human_rights.htm.

but also to its stakeholders and other business partners to turn a blind eye to these human rights concerns.

Likewise, the Fertitta family, which has held significant ownership in Station Casinos LLC since 1976 and holds more than 50% of the voting power in Red Rock Resorts Inc., should investigate the allegations of human rights abuses in this report.⁴¹⁸ The Fertitta family has a legacy of philanthropy in Nevada.⁴¹⁹ Their donations span decades, and recipients include organizations such as Nevada Cancer Institute, Opportunity Village, Catholic Charities for Southern Nevada, St. Jude Ranch, and the Cleveland Clinic Lou Ruvo Center for Brain Health.⁴²⁰ Allowing serious allegations of unsafe and unhealthy working conditions at Station Casinos/Red Rock Resort properties to go unaddressed would be inconsistent with this legacy. Ultimately, productivity and profits depend on protecting the wellbeing of the workers who maintain the properties and take care of customers every day.



⁴¹⁸ See Red Rock Resorts, Inc., Amendment No. 5 to Form S-1 at p. 40, filed with the SEC on April 15, 2016. As a "controlled company" under the rules of the NASDAQ, the company may elect not to comply with certain corporate governance requirements. *Id.*

⁴¹⁹ Jeff German, *Station's Casinos Founder Left His Mark as Philanthropist*, LAS VEGAS SUN, Aug. 22, 2009.

⁴²⁰ *Id.*



**Regular Meeting of the Board of Directors
April 11, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on April 11, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Commissioner Lawrence Weekly, Chair	Mr. Tom Jenkin.....absent
Mr. Chuck Bowling, Vice Chair	Mr. Gregory Lee
Mr. Bill Noonan, Secretary	Mayor John J. Lee
Mayor Pro Tem Cam Walker, Treasurer	Councilman John Marz
Councilman Ricki Y. Barlow.....absent	Ms. Kristin McMillan
Commissioner Larry Brown	Councilman George Rapson
Mayor Carolyn Goodman	Mr. Maurice Wooden.....absent

LVCVA Executive Staff in Attendance	Rossi Ralenkotter, President/CEO
	Luke Puschnig, Esq., CEM, Legal Counsel
	Rana Lacer, Chief Financial Officer
	Jacqueline Peterson, Chief Communications & Public Affairs Officer
	Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 9:00 a.m. A quorum of the members was present at roll call.

INVOCATION The invocation was delivered by Mary Lou Anderson, Spiritual Activist and Board Member of the Interfaith Council of Southern Nevada.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

APPROVAL OF THE AGENDA AND MINUTES **Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to approve the April 11, 2017, Regular Meeting of the Board of Directors’ agenda, to approve the March 8, 2017, Special Meeting of the Board of Directors’ minutes, and to approve the March 14, 2017, Regular Meeting of the Board of Directors’ minutes.**

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED **Presentation by Fremont Street Experience**
Patrick Hughes, President of the Fremont Street Experience, and Paul McGuire, Chief Marketing Officer, delivered a PowerPoint presentation on new developments on Fremont Street and throughout Downtown Las Vegas.

Member John Lee inquired about a potential partnership between the Fremont Street Experience and North Las Vegas, to which Mr. Hughes announced plans to renovate Fremont Street.

Member Carolyn Goodman commented on the uniqueness of Downtown Las Vegas and the Fremont Street Experience. Member Goodman expressed her excitement about Downtown Las Vegas' future and commended Mr. Hughes on his efforts.

Chair Lawrence Weekly thanked Mr. Hughes for his presentation.

This was an information item. Not an action item.

Presentations by the Las Vegas Convention and Visitors Authority Staff

Terry Jicinsky, Senior Vice President of Operations, delivered a video presentation highlighting the following operations and marketing highlights:

- Las Vegas 51s Opening Day – April 11
 - Mr. Jicinsky recognized Don Logan, President/COO of the Las Vegas 51s, in the audience, congratulated him, and wished the Las Vegas 51s the best of luck in the new season.
- Southern California Volleyball Association Girls Junior National Championship – April 7-9
- National Association of Broadcasters – April 24-27
- Vegas Uncork'd by Bon Appétit – April 27-30
- Laughlin River Run – April 26-29
- Marketing/Media Activations
 - Global Meetings Industry Day
 - Local television vignettes featuring Rupaul mockumentaries
 - Country Music Television's (CMT) instant jam popup premiering in June
 - Maxim Magazine's April 2017 issue featuring Las Vegas

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1. **Client Development Event – Chicago, IL – October 26, 2017**

Mr. Jicinsky requested the Board of Directors: 1) Approve an estimated expenditure of \$150,000 for expenses associated with the production of a client development event to be held in Chicago, IL, on October 26, 2017; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018 \$150,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Approve an estimated expenditure of \$150,000 for expenses associated with the production of a client development event to be held in Chicago, IL, on October 26, 2017; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

- ITEM 2. **Las Vegas Visitor Profile Study Presentation**
Kevin Bagger, Executive Director of the Research Center presented an overview of the 2016 Las Vegas Visitor Profile Study.

This was an information item. Not an action item.

- ITEM 3. **Las Vegas Events Update**
Pat Christenson, President of Las Vegas Events (LVE), presented a comprehensive recap of third quarter activities and preview of fourth quarter activities to the LVCVA Board of Directors.

Vice Chair Chuck Bowling asked Mr. Christenson if he agreed that the coordination efforts of LVE, the LVCVA, and the resort partners generated increased visitation and participation in special events and in turn benefited the industry and Southern Nevada, to which Mr. Christenson agreed that they did.

This was an information item. Not an action item.

Member John Marz left the meeting at 9:45 a.m.

OPERATIONS DIVISION

- ITEM 4. **Construction of the East Desert Inn Road / Joe W. Brown Drive Right Turn Lane**
Mr. Jicinsky requested the Board of Directors: 1) Award Bid #17-4447, Desert Inn Right Turn Lane to Las Vegas Paving Corporation, Las Vegas, Nevada, in the estimated amount of \$517,550; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

Fiscal Impact

FY 2017 \$517,550 Estimated expenditure

Secretary Bill Noonan commended staff on their efforts in the preparation and planning of the bid process.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present to: 1) Award Bid #17-4447, Desert Inn Right Turn Lane to Las Vegas Paving Corporation, Las Vegas, Nevada, in the estimated amount of \$517,550; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

- ITEM 5. **Oversight Panel for Convention Facilities in Clark County Status Report**
Mr. Jicinsky presented a status report on the Oversight Panel for Convention Facilities in Clark County and the March 23 meeting.

Member Carolyn Goodman requested a quantified cost associated with Oversight Panel meetings and presentations, to which Rana Lacer, Chief Financial Officer, answered that the Finance Department began the process of aggregating the cost of support to the Oversight Panel. Ms. Lacer added that she expected to provide a cost analysis to the Board after the phase of approval of the LVCC District Plan by the Oversight Panel in late spring.

Member Gregory Lee inquired about discussions relating to food and beverage upgrades in the convention center, to which Mr. Jicinsky replied that food and beverage upgrades ranked the number one need in past focus groups. Mr. Jicinsky added that collaborations with Centerplate, Inc. were aimed to significantly improve the quality of food and beverage outlets throughout the convention center.

Terry Miller, LVCVA Owner's Representative, and Ms. Lacer delivered a PowerPoint presentation outlining the Las Vegas Convention Center District (LVCCD) program budget schedule and financing.

Member Kristin McMillan asked Mr. Miller about potential risks throughout the expansion and renovation phases of the LVCCD project, to which Mr. Miller answered that unforeseen items were a risk during the renovation phase. Mr. Miller stated that he was confident with the contingency included in the budget, however prioritization of projects within the expansion and renovation phases would be examined. He also suggested that time was an obstacle in the expansion phase, to which Member McMillan requested additional clarification. Mr. Miller stated that the process of the project was on time.

Member McMillan and Mr. Miller discussed the approval process of the LVCC District Plan by the Oversight Panel, the LVCCD Committee, and the Board.

This was an information item. Not an action item.

GENERAL GOVERNMENT DIVISION

ITEM 6. **2017 General Obligation Bond Resolution**

Ed Finger, Senior Vice President of Finance, requested the Board of Directors: 1) Approve the 2017 Bond Resolution authorizing the issuance of general obligation refunding bonds of the LVCVA; 2) Authorize the appropriate Officers of the Board to sign the resolution; and 3) Authorize the President/CEO and/or the Chief Financial Officer to execute all documents and agreements necessary for this bond transaction and for other matters related thereto.

Fiscal Impact

FY 2017 \$265,000 Estimated expenditure for cost of issuance

Member Carolyn Goodman inquired about penalties of early payoffs of bonds, to which Mr. Finger explained the advanced refunding process.

Treasurer Cam Walker moved and it was carried by unanimous vote of the voting members present to: 1) Approve the 2017 Bond Resolution authorizing the issuance of general obligation refunding bonds of the LVCVA; 2) Authorize the appropriate Officers of the Board to sign the resolution; and 3) Authorize the President/CEO and/or the Chief Financial Officer to execute all documents and agreements necessary for this bond transaction and for other matters related thereto.

ITEM 7. **Legal Counsel's Report and Recommendation(s)**

Luke Puschnig, Legal Counsel, informed the Board that a lawsuit had been filed in the Eighth Judicial District Court against the LVCVA and Rossi Ralenkotter, President/CEO, by Jon Astor-White and two corporate entities, which made claims of a breach of contract, breach of implied contract, alleged fraud, violations of 42 U.S.C. 1981 and 1983, and numerous other causes of action. Mr. Puschnig explained that the LVCVA tendered the defense of the action to R&R Partners, pursuant to the agreement between LVCVA and R&R Partners, and R&R Partners had accepted the tender of defense. Mr. Puschnig stated that the LVCVA disputed the allegations and will vigorously defend against the lawsuit.

This was an information item. Not an action item.

DIRECTORS' RECOGNITION

Member John Lee noted the North Las Vegas City Primary Election and said that he foresaw great things in the coming months. Chair Lawrence Weekly congratulated Member John Lee on his win as Mayor of North Las Vegas and recognized the development of Dignity Health-St. Rose Dominican Hospital in North Las Vegas.

Member Gregory Lee detailed the Sports Leadership Summit Coach & Ad Conference on May 19-21 at the Rising Star Sports Ranch Resort in Mesquite. Member Gregory Lee also recognized the involvement of Coach Dana Altman of the University of Oregon and the University of Nevada, Las Vegas Coaches Tony Sanchez, Marvin Menzies, and Cindy Fredrick.

Treasurer Cam Walker thanked LVCVA staff for the presentation of the new VisitBoulderCity.com website to Boulder City's City Council and community.

Secretary Bill Noonan congratulated Member John Marz and Member Walker for their advancement to the General Elections in June. Secretary Noonan also acknowledged Ralph Piercy of Piercy Bowler Taylor & Kern (PBTk) in the audience and recognized the work of PBTk as the external audit firm of the LVCVA.

Member Larry Brown thanked Mr. Ralenkotter and LVCVA staff for his briefings offered prior to each Board meeting.

Member Carolyn Goodman expressed her excitement about the success of eSports at the Downtown Grand and announced that First Friday was rescheduled for April 14.

Member George Rapson thanked Pat Christenson, President of Las Vegas Events, and Member Gregory Lee for the promotion of special events in Mesquite.

Member Kristin McMillan also congratulated Member John Lee for his victory in North Las Vegas. Member McMillan announced the graduation of the 30th class of Leadership Las Vegas on June 23, as well as application deadlines for the 31st class of Leadership Las Vegas and Leadership Advance.

Vice Chair Chuck Bowling addressed the recent stories published by the Las Vegas Review-Journal and stated that they were "not only disingenuous, but extremely reckless in their reporting of a one-sided story on the most important economic driver [in Nevada]; tourism." Vice Chair Bowling noted the tremendous support by LVCVA clients for the work the LVCVA does for the industry and the city and outlined the many successes of the LVCVA in promoting tourism to Las Vegas. He expressed the importance of Board member participation in trade shows and events, whether internationally or domestically, as well as the value of face-to-face meetings with clients. He stated, "The active engagement and participation of our elected officials and the private sector Board members just separates us even further from our competition." Vice Chair Bowling went on to describe the LVCVA policies in relation to expenses, transparency of reporting, and noted Secretary Noonan's letter to the Nevada Legislature outlining the intricacies of the audit process as it related to expenses and travel and the consistent praise from the Government Finance Officers Association of the United States and Canada. He referenced part of the mission statement of the LVCVA to "attract visitors by promoting Las Vegas" and concluded by expressing his appreciation for the partnership the LVCVA provides to the industry.

Chair Weekly thanked the Board of County Commissioners, LVCVA staff, and the Board for supporting him in his service on the Board. Chair Weekly recognized the work of the LVCVA, described his experiences traveling with staff members to promote Las Vegas, and expressed his gratitude for the opportunity.

Mr. Ralenkotter stated that the responsibility of spending visitor generated funds is taken very seriously by LVCVA staff. He detailed the work of the LVCVA to attract visitation, despite competition, and outlined the success of the LVCVA and McCarran International Airport in promoting nonstop international air service. Mr. Ralenkotter noted the LVCVA's advocacy of travel and tourism not only to Las Vegas, but to the United States of America and recognized the impact on American jobs. He also clarified that the LVCVA worked collaboratively with other resorts and convention centers to encourage visitation growth. Mr. Ralenkotter concluded by stating, "I want to ensure you that we are doing everything in our power to make sure that we keep this economy in Southern Nevada, as well as the economy of the State of Nevada, healthy."

COMMENTS FROM THE FLOOR BY THE PUBLIC

Daniel Braisted submitted the attached magazine article to the Board and spoke about inventor aspects of various trade shows, including CONEXPO-CON/AGG and the Consumer Electronics Show, suggested that high school students attend such events, and offered advertising ideas. Mr. Braisted also noted the National Hardware Show on May 9-11.

Tanya Burtis, Business Development Manager for the Associated Builders and Contractors, Inc. Nevada Chapter, noted that Northwest Career and Technical Academy students had the opportunity to attend CONEXPO-CON/AGG. Ms. Burtis acknowledged her association with the National Association of Women in Construction, as well as the veterans' community. Ms. Burtis also read the attached letter addressing the Board about project labor agreements.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 10:58 a.m.

Respectfully submitted,

Date Approved: May 9, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair

BOYD GAMING

April 4, 2017

Nevada Legislature
401 S. Carson Street
Carson City, NV 89701

Dear Nevada Legislators:

I am sure you have seen recent media coverage regarding the spending practices of the Las Vegas Convention & Visitors Authority (LVCVA). As Chairman of the LVCVA's Audit Committee, I wanted to take a moment to provide you with my perspective on this matter, and to outline the stringent audits that my committee exercises over the LVCVA's operating budgets and expenses.

To begin, I would note that the LVCVA is subject to more than 30 internal audits per year, as well as an annual independent audit conducted by an external CPA firm. This external agency reports directly to me and an Audit Committee of five board members, a majority of them from the private sector. We take our oversight mission very seriously, and do not hesitate to request further information or clarification on spending practices when necessary.

I would also note that the LVCVA has consistently won praise from the Government Finance Officers Association of the United States and Canada for its financial reporting. This year, the Association awarded the LVCVA its 10th straight Award for Outstanding Achievement in Popular Financial Reporting, and its 33rd consecutive Certificate of Achievement for Excellence in Financial Reporting. This remarkable track record speaks volumes about the culture of excellence practiced by the LVCVA's financial and accounting staff.

Finally, let me be crystal clear – there are few entities that have contributed as much to the incredible success of the Southern Nevada economy than the LVCVA. This organization plays a unique role in our tourism sector, uniting industry competitors behind a single mission: To promote Las Vegas as the world's most desirable destination for leisure and business travel.

The LVCVA has clearly succeeded in this mission. In 2016, the Las Vegas Valley attracted nearly 43 million visitors – an all-time record for our community. We have been the No. 1 trade show destination in the United States for 23 consecutive years. And last year, the tourism sector generated nearly \$60 billion for the Southern Nevada economy.

Today, Las Vegas is truly the envy of travel destinations across the globe. That is a tribute to the hard work and dedication of the LVCVA staff in building and strengthening our brand throughout the world.

As Chairman of the Audit Committee, let me assure you – room tax dollars are being invested effectively by the LVCVA each and every day, as we continue to build our global brand as the “Entertainment Capital of the World.”

Sincerely,

A handwritten signature in black ink that reads "William J. Noonan". The signature is written in a cursive style with a large, prominent initial "W".

William J. Noonan
SVP Industry & Government Affairs
Boyd Gaming Corporation
Chairman – LVCVA Audit Committee

CC: Governor Brian Sandoval
Lt. Gov. Mark Hutchison

LVCVA April Board Meeting

From: Tom Jenkin

Global President, Caesars Entertainment and LVCVA Board Member

I represent nine casino resorts in Las Vegas and one in Laughlin. Southern Nevada and each one of the Caesars Entertainment resorts is immeasurably better because of the work of the team at the Las Vegas Convention and Visitors Authority.

Our destination continues to be the number one choice for business and leisure travelers alike. This doesn't happen by accident nor could it be accomplished if each resort group only marketed itself. This requires the work of the most successful destination marketing organization in the world, the LVCVA.

Las Vegas has more hotel rooms than any other destination, nearly 150,000; and despite that challenge, we also maintain the highest annual occupancy rate at 89%. Any city in the world would love this organization working for them and as a business leader in this community I am profoundly happy they are working with us. Many members of the LVCVA team are routinely called to serve on national travel and tourism boards because of their knowledge and the success they have achieved at the LVCVA. Rossi is a legend to the travel and tourism industry, serving on the most prestigious boards from USTA to Brand USA and NACTTI.

As a fourteen-year member of the LVCVA Board and a current member of the Audit Committee, I have seen first-hand the oversight the organization undergoes. The staff of the LVCVA have been and still are good stewards of the visitor-generated funds entrusted to them. This is demonstrated each of the 30+ times they go through audits every year.

For every dollar the LVCVA spends, they return \$12 back to the community. Their work, in collaboration with our teams, makes a \$60 billion impact to our Southern Nevada community. There are 407,000 people that are employed because of the 42.9 million people we, along with the LVCVA, bring to Las Vegas. Collectively we will continue to grow the economic opportunities for all of Southern Nevada through tourism.

We need the LVCVA, our clients need the LVCVA and 407,000 people that are employed in the tourism industry in Southern Nevada need the LVCVA. To the team at the LVCVA, please keep doing what you are doing, keep bringing millions of tourist to our destination... the continued success of Las Vegas depends on it!

Inventors

APRIL 2017 Volume 33 Issue 04

DIGEST

Toys and Games MEAN BUSINESS

JOIN THE SEARCH FOR THE NEXT GREAT TOY

Lessons, Rewards Multiplied

FAMILY'S INVENTION
HELPS KIDS LEARN MATH

African-American Pioneer
CONSOLE CHANGED VIDEO GAMES

'Pop' Goes His American Dream
PATENT SYSTEM HINDERS INVENTOR



20692 *****ALTO MIXED ADC 640
DANIEL BRÄSTED
DANIEL BRÄSTED
MEGAS INVENTORS
PO BOX 27459
LAS VEGAS NV 89128-1459
83 P10

\$5.95

PRINT STANDARD
US POSTAGE PAID
PERMIT 38
FULTON, MO

My Excellent Vegas Adventure

EXCITEMENT AND ENDURANCE ARE ALL PART OF SETTING UP AT A TRADE SHOW **BY JEREMY LOSAW**

I put the box on the scale and watched the numbers on the digital readout rise as it caught up to the weight. Thirty, 40, 45 lbs.—just under the limit. The American Airlines representative looked up from her computer screen and asked for my ID and boarding pass.

“What’s in the box?”

As my sleepless eyes tried to focus on the box, for a moment I couldn’t remember what was in it. My brain finally caught up to the question and as the response left my lips, I knew there was going to be a longer conversation.

“An oven ... I mean stove,” I said blankly.

Clearly caught off guard, it took her a beat to recover. “What kind of stove?” she finally asked.

“A gas stove.”

There are not too many reasons to lug a large appliance on a cross-country flight, but going to a trade show is one. Just hours before my arrival at the terminal, my old Giant mountain bike box was cut down to size to fit the Whirlpool stove and acrylic backboard that I was taking to Las Vegas for the Consumer Electronics Show (CES). After more than a month of long nights designing and building prototypes of the Inirv React stove safety device, it was time to show it to the world.

The representative asked whether there was gas in the stove. I told her no, that it was brand new and was being taken to a trade show for a demonstration.

That calmed her down. The baggage claim ticket was stuck on the side of the box, and I watched it slowly crawl on the belt and through the rubber-fringed hatchway. Then it was off to the security line and later my favorite pre-flight treat, Jamba Juice.

Eureka! I found our area

CES is one of the biggest trade shows of the year, held annually in Las Vegas in early January. It has more than 2 million square feet of exhibit space and draws nearly 200,000 attendees from all corners of the globe. New technology from every major electronics company but Apple is on display; even though the show is four days long, there is no way to see everything.

CES is not open to the public. You must have an industry credential to register. I was able to register as a member of the media and had free access to the show.

The first challenge was getting to the show and setting up. It was a bit of a trick getting around the airport trying to balance the stove on my bag full of tools and spare parts. I was fortunate that my Uber drivers had the trunk space to accommodate it all. Unfortunately, my media credentials did not allow me into the exhibitor area to set up before the show started, so I had to wait until the show opened to get to the booth and do that.

Inirv was set up in Eureka Village, the exhibit hall for start-up companies and universities. It is one of the most exciting parts of the show, filled with 10-by-10-foot booths boasting new products and the most outside-the-box ideas.

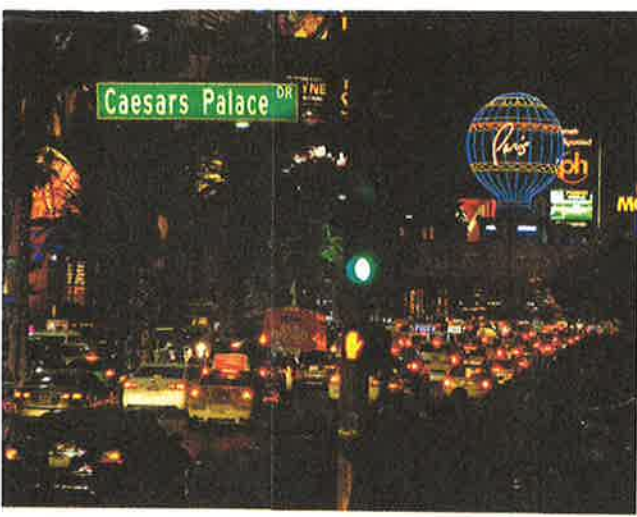
Eureka Village has a great vibe. Because all of the companies in that area are small and looking to grow fast, there is a lot of nervous, positive energy in the room. Everyone is looking to make a big splash or make the right connection for a big purchase order or partnership.

Fast friendships

The Inirv booth was in the Smart Home section, at the end of a line of mostly French companies. Our neighbors were 42 Tea, a French smart tea company, and Blue Frog Robotics, a French robot company with a companion robot named Buddy. During the four days, we became friends in the same way you do with someone you sit next to on a long flight. You may have a nice conversation or borrow their pen, but you know you are likely to never meet again.

Exhibiting can become monotonous; it is a lot of standing and talking. During show hours, there is a steady flow of people coming to the booth and asking questions. After the first few hours, you get your pitch lean and precise and hear yourself saying the same thing over and over. Having a fresh bottle of water handy is essential to keep your throat from drying out.

Many visitors are tire kickers who just want a free pen, but others are industry insiders who may be great contacts. Exhibitors rarely get to leave their booths because you never know when the right connection will stop by.



During show hours, there is a steady flow of people coming to the booth and asking questions. After the first few hours, you get your pitch lean and precise and hear yourself saying the same thing over and over.



Clockwise from above left: Nightlife should be off-limits for serious exhibitors. Akshita Iyer of Inrv works at her booth during the Consumer Electronics Show (CES), the world's largest consumer tech show. A representative from Belgian start-up Kanopy25 discusses his automatic plant-watering device.

There are food courts in the exhibit hall, so there is no need to leave—but you don't get to see the sun, either. Fortunately, there were four of us supporting the product, so we each had time to get away to see the show.

There are also pitches and meetings to attend. The inventors at my booth went to an open call for the TV show "Shark Tank" while I manned the booth. They also met with a retailer and a major manufacturer who were interested in their smart stove device. These pitches and meetings are a great way to get quality face time with potential partners, and can be more valuable than the hours spent at the booth.

There was little time to enjoy the sights. One of the days, the prototype broke down and I had to drag it and all of my tools back to my hotel in Henderson. I stopped by a slot machine on the way out of the Venetian Hotel, lost \$5 in about 60 seconds, and gave up on gambling for the rest of the trip. Another night, my phone was acting up and I spent three hours in the glamorous Apple store inside Caesar's Palace. There were parties and plenty of nightlife for show goers, but

as an exhibitor you need to be sharp and avoid temptation. At the end of each day, the hall stays open for a few hours for exhibitors. Some people bust out a beer or some wine to recap the day—sort of like fishermen gathering at the pier at the end of a long day at sea. It is a peaceful moment to talk to peers and see whether anyone got any good contacts.

The show lasted through Sunday, but I had an early flight on that morning and missed the last day. The Inrv was well received by show goers and had a great opening week on Kickstarter. It was worth all of the effort. ☺

Jeremy Losaw is a freelance writer and engineering manager for Enventys. He was the 1994 Searles Middle School Geography Bee Champion. He blogs at blog.edisonnation.com/category/prototyping/.





Nevada Chapter

April 10, 2017

Board of Directors
Las Vegas Convention and Visitors Authority
3150 Paradise Rd.
Las Vegas, NV 89109

Dear Board Members,

I write today on behalf of the Associated Builders and Contractors and the merit shop construction industry in Nevada. As you may know, more than 80% of the construction workers in Nevada chose to work without union representation. Including a large majority of small, women, and minority owned businesses.

Two weeks ago the Senate Government Affairs Committee held a hearing on SB 464, which if passed, would allow a mandated project labor agreement (PLA) on the construction of the Las Vegas convention center expansion. It was represented at the hearing that this legislation has the full support of the LVCVA Board. Was this legislation approved by the full LVCVA Board? If so, was it a discussion item on a public meeting agenda? Is it the intent of the LVCVA Board to mandate a PLA as a condition to bid on the convention center expansion?

As you may be aware, Government-mandated PLAs are typically special interest schemes that require companies to hire through the union halls instead of putting their own employees to work. It discriminates against the vast majority of the private construction workforce simply based upon their labor affiliation. It also stifles competition because it discourages those companies that chose to work non-union from bidding contracts with PLA requirements.

In this light, I am requesting LVCVA clarify its position on SB 464. Thank you for your time and I look forward to your response.

Sincerely,

Mac Bybee
President/ CEO
ABC Nevada Chapter

5070 ARVILLE STREET, SUITE 4
LAS VEGAS NEVADA 89118
OFFICE: 702.227.0536
FAX: 702.227.0546

240 S. ROCK BLVD., SUITE 121
RENO NEVADA 89502
OFFICE: 775.358.7888
FAX: 775.358.7893



**Regular Meeting of the Board of Directors
May 9, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on May 9, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Board of Directors

Present unless otherwise noted

Commissioner Lawrence Weekly, Chair
Mr. Chuck Bowling, Vice Chair
Mr. Bill Noonan, Secretary
Mayor Pro Tem Cam Walker, Treasurer
Councilman Ricki Y. Barlow
Commissioner Larry Brown
Mayor Carolyn Goodman

Mr. Tom Jenkin
Mr. Gregory Lee
Mayor John J. Lee
Councilman John Marz
Ms. Kristin McMillan.....absent
Councilman George Rapson.....absent
Mr. Maurice Wooden

LVCVA Executive Staff in Attendance

Rana Lacer, Chief Financial Officer
Luke Puschnig, Esq., CEM, Legal Counsel
Jacqueline Peterson, Chief Communications & Public Affairs Officer
Barbara Bolender, Chief Human Resources Officer
Cathy Tull, Senior Vice President of Marketing
Terry Jicinsky, Senior Vice President of Operations
Ed Finger, Senior Vice President of Finance

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 9:00 a.m. A quorum of the members was present at roll call.

INVOCATION The invocation was delivered by Reverend Bonnie Polley of Christ Episcopal Church.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

Chair Lawrence Weekly recognized National Travel & Tourism Week on May 9-13.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

APPROVAL OF THE AGENDA AND MINUTES **Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to approve the May 9, 2017, Regular Meeting of the Board of Directors’ agenda and the April 11, 2017, Regular Meeting of the Board of Directors’ minutes.**

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED **Presentation by Applied Analysis**

Jeremy Aguero, Principal, Applied Analysis, presented an update entitled “The Fiscal Impact of Southern Nevada Tourism: The Industry’s Contribution to Major Public Revenues.”

Chair Lawrence Weekly inquired about the “other uses” of room tax dollars as noted in the presentation. Mr. Aguero outlined the allocation of room tax dollars for transportation, local governments, capital projects, and education.

Member Carolyn Goodman requested clarification on the specific uses of room tax dollars designated for education. Rana Lacer, Chief Financial Officer, delineated those uses in the Clark County School District versus statewide. Member Goodman and Mr. Aguero discussed the accountability of the room tax dollars allocated for education.

This was an information item. Not an action item.

Presentations by the Las Vegas Convention and Visitors Authority Staff

Ms. Lacer announced the success of the recent bond issuance.

Jacqueline Peterson, Chief Communications & Public Affairs Officer, discussed the significance of travel and tourism in the community and presented the following highlights:

- National Travel & Tourism Week – May 9-13
- Travel Rally Day – May 9
- The color red celebrating tourism

Ms. Peterson also delivered a video presentation highlighting the 2017 Hospitality Heroes program.

Barbara Bolender, Chief Human Resources Officer, delivered a PowerPoint presentation recognizing the following LVCVA Hospitality Heroes:

- Mary Grypeos, Graphics Supervisor
- Shannon Szostek, Lead Accounting Technician
- Tony Freitas, Services Supervisor
- Katherine Vosburgh, Administrative Secretary

Chair Lawrence Weekly, on behalf of the Board, offered his gratitude and congratulations to the recognized staff members.

Ms. Bolender also recognized Leiandra Gaskill, Community Relations Manager, for her efforts with National Travel & Tourism Week.

Terry Jicinsky, Senior Vice President of Operations, delivered a video presentation on the following operations highlights:

- National Hardware Show – May 9-11
- ICSC RECon – May 21-24

Cathy Tull, Senior Vice President of Marketing, delivered a video presentation on the following marketing highlights:

- Elks Helldorado Days – May 12-14
- Billboard Music Awards – May 21
- Mesquite Amateur Golf Tournament – May 30-June 2
- Airline Updates:
 - Frontier Airlines begins direct routes to Las Vegas from Cedar Rapids and Des Moines, Iowa; Madison, Wisconsin; and Memphis, Tennessee.

- LVCVA Awards:
 - Hainan Airlines 2016 Outstanding Marketing Partner Award
 - GayTravel Destination of the Year

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1. **Client Development Event – Washington, DC – December 7, 2017**

Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$210,000 for expenses associated with the production of a client development event to be held in Washington, DC, on December 7, 2017; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018 \$210,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Approve an estimated expenditure of \$210,000 for expenses associated with the production of a client development event to be held in Washington, DC, on December 7, 2017; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 2. **Las Vegas Events – Event Approval – Life is Beautiful – September 22-24, 2017**

Ms. Tull requested the Board of Directors approve the distribution of funds to Las Vegas Events (LVE) in the amount of \$150,000 to fund the Life is Beautiful Music & Art Festival, September 22-24, 2017. The event will be held in Downtown Las Vegas.

Fiscal Impact

FY 2018 \$150,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to approve the distribution of funds to LVE in the amount of \$150,000 to fund the Life is Beautiful Music & Art Festival, September 22-24, 2017.

ITEM 3. **Las Vegas Events – Event Approval – Rock ‘n’ Roll Marathon & Half Marathon – November 9-12, 2017**

Ms. Tull requested the Board of Directors approve the distribution of funds to LVE in the amount of \$150,000 to fund the Rock ‘n’ Roll Marathon & Half Marathon November 9-12, 2017. The event will be held on the Las Vegas Strip.

Fiscal Impact

FY 2018 \$150,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to approve the distribution of funds to LVE in the amount of \$150,000 to fund the Rock ‘n’ Roll Marathon & Half Marathon November 9-12, 2017.

ITEM 4. **Las Vegas Events – Event Approval – World Series of Team Roping – December 11-17, 2017**

Ms. Tull requested the Board of Directors approve the distribution of funds to LVE in the amount of \$100,000 to fund the World Series of Team Roping December 11-17, 2017. The event will be held at South Point Equestrian Center.

Fiscal Impact

FY 2018 \$100,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to approve the distribution of funds to LVE in the amount of \$100,000 to fund the World Series of Team Roping December 11-17, 2017.

OPERATIONS DIVISION

ITEM 5. **Oversight Panel for Convention Facilities in Clark County Status Report**

Mr. Jicinsky and Terry Miller, LVCVA Owner's Representative, delivered a PowerPoint presenting a status report on the Oversight Panel for Convention Facilities in Clark County and the March 23 meeting. Mr. Jicinsky and Mr. Miller outlined the Las Vegas Convention Center District (LVCCD) program delivery method and the Las Vegas Convention Center (LVCC) District Plan document timeline.

Ms. Lacer and Ed Finger, Senior Vice President of Finance, delivered a PowerPoint presenting an overview of the LVCCD financing.

Member Ricki Barlow inquired about the LVCVA's current debt service and reserves, to which Mr. Finger outlined the yearly debt service amounts as well as the process of retaining reserve funds. Mr. Finger also addressed the purpose of the general obligation pledge of Clark County in relation to credit rating. Ms. Lacer elaborated on the multiple reserve resources set aside.

Member Barlow asked about the potential involvement of the small local business community in the LVCCD project, to which Mr. Jicinsky discussed the requirements of Nevada Senate Bill 1 (SB1), as well as the LVCVA's diversity procurement program.

This was an information item. Not an action item.

GENERAL GOVERNMENT DIVISION

ITEM 6. **Quarterly Budget and Statistical Report**

Ms. Lacer presented the LVCVA Budget and Statistical Report for the quarter ending March 31, 2017, to the Board of Directors for their information and review.

Member Tom Jenkin left the meeting at 10:25 a.m.

Member John Marz left the meeting at 10:29 a.m.

This was an information item. Not an action item.

ITEM 7. **Quarterly Collection Allocation**

Ms. Lacer notified the Board of Directors that tax collection allocation amounts for the third quarter of fiscal year 2017 total \$6,475,369.

Fiscal Impact

FY 2017 \$6,475,369 Estimated expenditure

Secretary Bill Noonan asked about the room tax collection allocation cap, to which Ms. Lacer discussed the additional room tax revenues that would contribute to the LVCCD project.

This was an information item. Not an action item.

ITEM 8. **Fiscal Year 2018 Tentative Budget**

Ms. Lacer presented the proposed budget for FY 2018.

Member Carolyn Goodman inquired about additional property acquisitions, to which Ms. Lacer stated, "we don't have any immediate plans, [but] there's always a consideration."

Member Gregory Lee complimented Ms. Lacer on the report and asked about the other post-employment benefits fund. Ms. Lacer explained the purpose of the other post-employment benefits fund in relation to the LVCVA's contributions to retiree health care.

Vice Chair Chuck Bowling offered his appreciation to Ms. Lacer for her thorough report and the transparency of the budget.

This was an information item. Not an action item.

ITEM 9. **Legal Counsel's Report and Recommendation(s)**

Luke Puschnig, Legal Counsel, informed the Board that in November 2015, the LVCVA was sued by Tiffany Johnson of San Antonio, Texas, for injuries sustained while staying at the Riviera Hotel in November 2013. The alleged negligence occurred before the LVCVA took over the Riviera property and the action was tendered to and accepted by the Riviera for defense. The District Court granted the LVCVA and Riviera's Motion to Strike complaint and the action was dismissed. While it is possible for the Plaintiff to ask for a re-hearing, it is unlikely. As such, the action was completed and the LVCVA did not have to expend any amounts for defense.

This was an information item. Not an action item.

DIRECTORS' RECOGNITION

Member Ricki Barlow announced Ward 5 Movie in the Park on May 20 at Lorenzi Park and the Helldorado Days Parade on May 13 in Downtown Las Vegas.

Member John Lee thanked the private sector Board members for their contributions to the community.

Member Gregory Lee invited the Board to the Sports Leadership Summit Coach & Ad Conference on May 19-21 at the Rising Star Sports Ranch Resort in Mesquite. Member Gregory Lee also recognized the involvement of Coach Dana Altman of the University of Oregon, the University of Nevada, Las Vegas Coaches Tony Sanchez, Marvin Menzies, and Cindy Fredrick, as well as soccer player Cobi Jones.

Treasurer Cam Walker acknowledged the passing of Boulder City's first elected mayor, Robert Ferraro, in April.

Secretary Bill Noonan recognized Don Logan, President/COO of the Las Vegas 51s, in the audience and requested an update on the negotiations of a new stadium. Secretary Noonan also encouraged Board member involvement in the lobbying of the Construction-Manager-At-Risk legislation at the Nevada Legislature.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Tanya Burtis, Business Development Manager for the Associated Builders and Contractors, Inc. Nevada Chapter, presented two business statements from the Associated Builders and Contractors, Inc.

Chair Lawrence Weekly thanked LVCVA staff for their efforts in airline development and mentioned the Frontier Press Announcement on May 4 at the Delano Skyfall Lounge.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 11:30 a.m.

Respectfully submitted,

Date Approved: June 13, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair



**Public Hearing on the Budget
May 18, 2017
Minutes**

The Public Hearing on the Budget of the Las Vegas Convention and Visitors Authority (LVCVA) was held on May 18, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Board of Directors

Present unless otherwise noted

Commissioner Lawrence Weekly, Chair	Mr. Tom Jenkin.....absent
Mr. Chuck Bowling, Vice Chair	Mr. Gregory Lee.....absent
Mr. Bill Noonan, Secretaryabsent	Mayor John J. Lee
Mayor Pro Tem Cam Walker, Treasurer	Councilman John Marz
Councilman Ricki Y. Barlow	Ms. Kristin McMillan
Commissioner Larry Brown	Councilman George Rapson.....via telephone
Mayor Carolyn Goodman.....absent	Mr. Maurice Wooden

LVCVA Executive Staff in Attendance	Rana Lacer, Chief Financial Officer
	Luke Puschnig, Esq., CEM, Legal Counsel
	Jacqueline Peterson, Chief Communications & Public Affairs Officer
	Cathy Tull, Senior Vice President of Marketing

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 11:00 a.m. A quorum of the members was present at roll call.

INVOCATION The invocation was delivered by City of North Las Vegas Mayor John Lee.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

APPROVAL OF THE AGENDA **Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the May 18, 2017, Public Hearing on the Budget agenda.**

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

PUBLIC HEARING ON THE BUDGET

- Conduct a Public Hearing on the Fiscal Year 2018 Budget**
Rana Lacer, Chief Financial Officer, presented the Fiscal Year (FY) 2018 Tentative Budget. Ms. Lacer stated that the Nevada State Department of Taxation found the FY 2018 Tentative Budget to be in compliance with all statutes and regulations required by law.

Chair Lawrence Weekly recognized the comprehensive budget presentation delivered to the Board at the May 9 Regular Meeting of the Board of Directors.

Vice Chair Chuck Bowling thanked staff for their thoroughness during the budget preparation process.

Chair Weekly recognized the private sector's contributions to the economic stability of Southern Nevada and discussed the allocation of room tax dollars throughout the State of Nevada. Chair Weekly also thanked Secretary Bill Noonan and the Audit Committee for their cooperation and collaborative efforts with staff.

Open Public Hearing on the Fiscal Year 2018 Budget

Chair Lawrence Weekly opened the Public Hearing on the Budget

There was no discussion by the public.

Close Public Hearing on the Fiscal Year 2018 Budget

Chair Weekly closed the Public Hearing on the Budget.

This was an information item. Not an action item.

2. **Adopt Budget for Fiscal Year 2018**

Ms. Lacer requested the Board of Directors approve and adopt the Fiscal Year 2018 Annual Budget as presented.

Treasurer Cam Walker moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve and adopt the Fiscal Year 2018 Annual Budget as presented.

DIRECTORS' RECOGNITION

Member Ricki Barlow announced Ward 5 Movie in the Park on May 20 at Lorenzi Park.

Treasurer Cam Walker acknowledged the celebration of life ceremony for Boulder City's first elected mayor, Robert Ferraro, on May 19 at the Boulder Creek Golf Course Pavilion.

Member Larry Brown discussed the Construction-Manager-At-Risk (CMAR) legislation in the Nevada Legislature and encouraged the Board's support and outreach to legislators in Carson City.

Member Kristin McMillan congratulated Ms. Lacer and staff for the comprehensive presentation on the tentative budget at the May 9 Regular Meeting of the Board of Directors. Member McMillan also reported on her recent trip to Israel in early May with various Chambers of Commerce throughout the United States.

Ms. Lacer reminded the Board of the May 25 Oversight Panel for Convention Facilities in Clark County meeting, as well as the June 1 Las Vegas Convention Center District (LVCCD) Committee Meeting.

Chair Lawrence Weekly thanked LVCVA staff for their efforts and contributions to Las Vegas.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 11:15 a.m.

Respectfully submitted,

Date Approved: June 13, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair



**Las Vegas Convention Center District
Committee Meeting
June 1, 2017
Minutes**

The Las Vegas Convention Center District (LVCCD) Committee of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on June 1, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Las Vegas Convention Center District Committee Members:

Present unless otherwise noted.

Mr. Chuck Bowling, Chair

Commissioner Larry Brown

Mayor Carolyn Goodman

Mr. Tom Jenkin.....*absent*

Mayor John Lee

Ms. Kristin McMillan.....*via telephone*

Mayor Pro Tem Cam Walker

LVCVA Executive Staff in Attendance

Rana Lacer, Chief Financial Officer
 Luke Puschnig, Esq., CEM, Legal Counsel
 Jacqueline Peterson, Chief Public Affairs Officer
 Ed Finger, Senior Vice President of Finance
 Terry Jicinsky, Senior Vice President of Operations
 Cathy Tull, Senior Vice President of Marketing
 Terry Miller, LVCVA Owner's Representative

OPENING CEREMONIES – CALL TO ORDER

Chair Chuck Bowling called the meeting to order at 9:01 a.m. A quorum of the members was present at roll call.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

APPROVAL OF THE AGENDA AND MINUTES

Member Carolyn Goodman moved, seconded by Member Cam Walker, and it was carried by unanimous vote of the voting members present, including Member Kristin McMillan via telephone, to approve the June 1, 2017, LVCCD Committee Meeting agenda and the December 13, 2016, LVCCD Committee Meeting minutes.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

ITEM A. **Owner's Representative Amendment #2 - Cordell Corporation Contract #4260 Las Vegas Convention Center District Plan**

LVCVA staff requested the LVCCD Committee: 1) Accept the recommendation from the Oversight Panel for Convention Facilities in Clark County (the Panel) and approve the Las Vegas Convention Center (LVCC) District Plan (the Plan), inclusive of the issuance of up to \$900 million of bonds for the purpose of financing Phase Two of the LVCCD project; and 2) Recommend to the LVCVA Board of Directors approval of the Plan.

Fiscal Impact

FY 2017: None

FY 2018: \$26,000,000 LVCCD Capital Fund estimated expenditures

Terry Jicinsky, Senior Vice President of Operations, outlined the development and approval process of the Plan as represented in Nevada Senate Bill 1 (SB1), introduced Bill Ham, Chairman of the Oversight Panel for Convention Facilities in Clark County, and listed the other members of the Panel. Mr. Jicinsky also gave acknowledgement to the collaborative efforts of the LVCVA, the resort stakeholders, the Southern Nevada Tourism Infrastructure Committee, and the community on the culmination of the Plan.

Terry Miller, LVCVA Owner's Representative, delivered a PowerPoint presentation outlining the details of the Plan.

Ed Finger, Senior Vice President of Finance, continued the PowerPoint presentation with an overview of the LVCCD project financing.

On behalf of Rossi Ralenkotter, LVCVA President/CEO, Rana Lacer, Chief Financial Officer, expressed staff's appreciation of the collaborative efforts of all entities involved in the development of the Plan.

Chair Chuck Bowling asked Mr. Ham to confirm that the presentation and Plan presented to the LVCCD Committee were consistent with those presented and approved by the Oversight Panel, to which Mr. Ham confirmed that they were. Mr. Ham also recognized the collective efforts of staff and the Panel in the development of the Plan.

Member Kristin McMillan inquired about construction cost variations and the approval process of unforeseen costs, to which Mr. Miller outlined potential unforeseen costs and recognized the contingency incorporated in the project financing. Mr. Miller explained that any anticipated increase to the project budget greater than 5% would be brought back to the Oversight Panel, LVCCD Committee, and LVCVA Board of Directors.

Member McMillan also asked about the language in SB1 in relation to budget adjustments, to which Ms. Lacer answered that the overall budget would remain at the specified amount, but that adjustments and project compromises could be made within the overall budget. Member McMillan then inquired about the phased approach to the LVCCD project, to which Ms. Lacer explained the value of a phased approach in relation to prioritizing costs.

Member McMillan asked Mr. Ham to offer his perspective on the delivery methods for construction. Mr. Ham outlined the discussions of the Oversight Panel on the benefits of the construction-manager-at-risk (CMAR) versus alternative delivery methods.

Member McMillan inquired about the input of the resort stakeholder community in the ratio of meeting room versus exhibition space. Mr. Jicinsky explained that the LVCVA worked diligently with the resort stakeholders to determine the proper demand by the trade show clients.

Chair Bowling discussed the transparency and review process of the LVCCD project. Mr. Jicinsky added that the Oversight Panel, LVCCD Committee, and LVCVA Board of Directors would be provided regular status reports in addition to any necessary approvals.

Member Carolyn Goodman inquired about the CMAR legislation, to which Mr. Jicinsky discussed the status in the Nevada Legislature. Member Goodman also asked about bond issuances for the project, to which Mr. Finger explained the authorization of bonds. Ms. Lacer outlined rates, spending timelines, and flexibility of bond issuance.

Member Goodman inquired about the connectivity on campus and change orders. Mr. Miller discussed the projected completion of the convention center connectivity, as well as the change order program relative to contingency. Member Goodman also asked if the renovation would incorporate recently completed projects in the LVCC, to which Mr. Jicinsky confirmed that it would.

Member Cam Walker discussed the clarity of scope in relation to infrastructure costs and completion of both the expansion and renovation. Member Walker inquired about the Committee's involvement in the approval of change orders, to which Mr. Jicinsky explained the inclusion of contingency within the Plan. Luke Puschnig, Legal Counsel, added that an established contingency amount would be used by staff for change orders. Member Walker briefly described the challenges with the CMAR delivery method.

Member Walker disclosed for the record that he is employed by Ledcor Group and had not been informed of anticipated involvement of Ledcor in any future LVCCD project bids.

Member John Lee inquired about the CMAR legislation and the use of the CMAR delivery method by other public agencies. Mr. Puschnig explained the CMAR legislation and stated that it had been reported that other public agencies using CMAR had been satisfied with the results. Ms. Lacer commented on the success of the use of CMAR in the construction of the Las Vegas Metropolitan Police Department substation on the LVCC campus.

Member Lee asked if the expansion could allow for occupancy of the new building prior to construction completion. Mr. Miller answered that the expansion would be completed in total prior to utilization, but that alternatives would be explored. Chair Bowling explained the importance of the phased approach in order to prevent any decrease in convention space.

Member Larry Brown provided an update on Senate Bill 246 (SB246) in the Nevada Legislature, which encompasses the legislation of CMAR. Member Brown encouraged outreach to the Nevada Legislature in support of SB246.

Member Carolyn Goodman moved, seconded by Member Kristin McMillan via telephone, who voted in favor of the recommendation, and it was carried by unanimous vote of the voting members present to: 1) Accept the recommendation from the Oversight Panel for Convention Facilities in Clark County (the Panel) and approve the Las Vegas Convention Center District Plan (the Plan), inclusive of the issuance of up to \$900 million of bonds for the purpose of financing Phase Two of the LVCCD project; and 2) Recommend to the LVCVA Board of Directors approval of the Plan.

SET NEXT MEETING DATE

The next LVCCD Committee meeting will be at the call of the Chair.

DIRECTORS' RECOGNITION

Chair Chuck Bowling expressed the importance of the approval of the Plan for the project and ultimately the trade show industry and community. Chair Bowling recognized the work of the Oversight Panel and Mr. Ham and said that he "really appreciate[d] the professionalism, as well as the sense of urgency [from the Panel]." He also acknowledged the significant amount of work performed throughout the development of the Plan and commended LVCVA staff and Cordell Corporation on their efforts.

Member Kristin McMillan echoed Chair Bowling's comments and thanked staff, Mr. Ham, and the Oversight Panel.

Member Carolyn Goodman expressed her initial apprehension of the formation of the Oversight Panel, but recognized the Panel's professionalism and thoroughness. Member Goodman voiced her appreciation of the Panel and staff.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Chair Chuck Bowling adjourned the meeting at 10:22 a.m.

Respectfully submitted,

Date Approved: October 25, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Chuck Bowling
LVCCD Committee Chair



**Regular Meeting of the Board of Directors
June 13, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on June 13, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Board of Directors

Present unless otherwise noted

Commissioner Lawrence Weekly, Chair	Mr. Tom Jenkin.....absent
Mr. Chuck Bowling, Vice Chairabsent	Mr. Gregory Lee
Mr. Bill Noonan, Secretary	Mayor John J. Lee
Mayor Pro Tem Cam Walker, Treasurer	Councilman John Marz.....absent
Councilman Ricki Y. Barlow	Ms. Kristin McMillan
Commissioner Larry Brown	Councilman George Rapson.....via telephone
Mayor Carolyn Goodman	Mr. Maurice Wooden.....absent

	Rossi Ralenkotter, President/CEO
	Luke Puschnig, Esq., CEM, Legal Counsel
	Rana Lacer, Chief Financial Officer
LVCVA Executive Staff in Attendance	Jacqueline Peterson, Chief Communications & Public Affairs Officer
	Barbara Bolender, Chief Human Resources Officer
	Cathy Tull, Senior Vice President of Marketing
	Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 9:00 a.m. A quorum of the members was present at roll call.

INVOCATION The invocation was delivered by Pastor Michael Haynes of Daybreak Christian Fellowship.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Randy Lavigne, Executive Director for the American Institute of Architects (AIA) Las Vegas and Nevada Chapters, expressed her appreciation to the Board members for their service to Las Vegas and requested the consideration of local architectural and engineering talent to be utilized for the Las Vegas Convention Center District (LVCCD) expansion and renovation project.

Melvin Green, Principal of KME Architects, also discussed the importance of the inclusion of minority and local talent on the LVCCD project.

**APPROVAL OF
THE AGENDA
AND MINUTES**

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the June 13, 2017, Regular Meeting of the Board of Directors' agenda, the May 9, 2017, Regular Meeting of the Board of Directors' minutes, and the May 18, 2017, Public Hearing on the Budget minutes.

Member John Lee entered the meeting at 9:06 a.m.

Chair Lawrence Weekly welcomed back Rossi Ralenkotter, President/CEO. Mr. Ralenkotter expressed his appreciation for the support received during his absence and recognized Rana Lacer, Chief Financial Officer, for her leadership and staff members for their dedication.

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED Presentations by the Las Vegas Convention and Visitors Authority Staff

Barbara Bolender, Chief Human Resources Officer, delivered a PowerPoint presentation recognizing Hugh Sinnock, Vice President of Customer Experience, for being named Honorary Commander of the 99th Airbase Wing at Nellis Airforce Base and Cathy Tull, Senior Vice President of Marketing, for receiving the Women in Travel and Tourism International (WITTI) Outstanding Woman in Travel Industry Leadership Award.

Chair Lawrence Weekly thanked Mr. Sinnock and Ms. Tull for their leadership and contributions to the destination.

Terry Jicinsky, Senior Vice President of Operations, delivered a video presentation on the following operations highlights:

- World Tea Expo – June 13-15
- International Esthetics, Cosmetics & Spa – June 24-26

Ms. Tull delivered a video presentation on the following marketing highlights:

- Electric Daisy Carnival – June 16-18
- MPI World Education Congress – June 19-22
- National Hockey League Awards – June 21
- Airline Updates:
 - Frontier Airlines begins daily service from Miami International Airport and Raleigh-Durham International Airport to Las Vegas in August.
 - Frontier Airlines began new service from Bismarck, North Dakota, and Sioux Falls, South Dakota, to Las Vegas in June.
- Eurowings begins twice weekly nonstop service from Cologne, Germany, to Las Vegas.
- Media highlights:
 - ABC News' travel and lifestyle editor, Genevieve Brown's, three live stream broadcasts – airing in June
 - Extra TV's Best of Las Vegas segment with Mario Lopez – May 13
 - Breakfast Television Toronto two-day broadcast from Las Vegas – April 28-29
 - Campaign partnership with WestJet flight from Toronto to Las Vegas

Jacqueline Peterson, Chief Communications & Public Affairs Officer, delivered a PowerPoint presentation on the following general government highlights:

- News Bureau images showcased in the new McCarran Terminal 3 tunnel
- National Hardware Show's material donations to Opportunity Village
- Clean Show's free laundry day event – June 5

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1. **Las Vegas Segmentation Study Presentation**

Ms. Tull delivered a PowerPoint presentation overview of the new segmentation study completed to guide future messaging to potential domestic travelers to Las Vegas.

This was an information item. Not an action item.

ITEM 2. **International French Travel Market (IFTM) Top Resa September 26-29, 2017**

Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$137,000 for expenses associated with the LVCVA exhibiting at International French Travel Market (IFTM) Top Resa, September 26–29, 2017, in Paris, France; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018	\$137,000	Estimated expenditure
	<u>(\$ 6,000)</u>	Estimated revenue from partner contributions
	\$131,000	Estimated net expenditure to LVCVA

Member Carolyn Goodman inquired about staff attendance to the event and the costs associated with the international office in France. Ms. Tull discussed the attendance of staff and said that she would provide the costs to Member Goodman.

Treasurer Cam Walker moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve an estimated expenditure of \$137,000 for expenses associated with the LVCVA exhibiting at International French Travel Market (IFTM) Top Resa, September 26–29, 2017, in Paris, France; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 3. **Shriners Hospitals for Children Open – Las Vegas, Nevada – October 30 - November 5, 2017**

Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$165,000 to enter into an agreement with the Shriners Hospitals for Children Open to lease a marquee hospitality suite during the golf tournament; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018	\$165,000	Estimated expenditure
---------	-----------	-----------------------

Member Gregory Lee disclosed that he served on a volunteer executive committee for the event, to which Luke Puschnig, Legal Counsel, stated that Member Lee could vote.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve an estimated expenditure of \$165,000 to enter into an agreement with the Shriners Hospitals for Children Open to lease a marquee hospitality suite during the golf tournament; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 4. **Destination Customer Relationship Management Software Service and Hosting Agreement**

Ms. Tull requested the Board of Directors: 1) Award Contract #04470 to Simpleview, LLC of Tucson, Arizona, in the estimated amount of \$208,344 for the period of July 1, 2017, to June 30, 2020; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize the President/CEO to execute one (1) additional three (3) year extension according to the proposal documents, if mutually agreed.

Fiscal Impact

FY 2018	\$69,448	Estimated expenditure
FY 2019	\$69,448	Estimated expenditure
FY 2020	\$69,448	Estimated expenditure

Ms. Tull recognized Tim Thurein, Director of Account Services at Simpleview, in the audience.

Chair Lawrence Weekly asked Mr. Thurein if there was a local office, to which Mr. Thurein answered that the closest office was in Tucson, Arizona.

Treasurer Cam Walker moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Award Contract #04470 to Simpleview, LLC of Tucson, Arizona, in the estimated amount of \$208,344 for the period of July 1, 2017, to June 30, 2020; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize the President/CEO to execute one (1) additional three (3) year extension according to the proposal documents, if mutually agreed.

ITEM 5. **Las Vegas Events Agreement – July 1, 2017 - June 30, 2018**

Ms. Tull requested the Board of Directors: 1) Approve the attached Las Vegas Events, Inc. (LVE) agreement in the estimated amount of \$9,675,100 for the period of July 1, 2017, through June 30, 2018; 2) Authorize the LVCVA President/CEO to execute the attached agreement; and 3) Authorize any unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018	\$9,675,100	Estimated expenditure
---------	-------------	-----------------------

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve the attached Las Vegas Events, Inc. (LVE) agreement in the estimated amount of \$9,675,100 for the period of July 1, 2017, through June 30, 2018; 2) Authorize the LVCVA President/CEO to execute the attached agreement; and 3) Authorize any unexpended balances from this authorization to revert to available general funds.

ITEM 6. **Las Vegas Events – Event Approval – Emerge Music Conference – November 16-19, 2017**

Ms. Tull requested the Board of Directors approve the distribution of funds to LVE in the amount of \$100,000 to fund the 2017 Emerge Music Conference. The event will take place November 16-19, 2017, and will be held at multiple locations.

Fiscal Impact

FY 2018	\$100,000	Estimated expenditure
---------	-----------	-----------------------

Chair Lawrence Weekly asked if this expenditure was incorporated in the total expenditure of Item 5, to which Ms. Tull confirmed that it was.

Treasurer Cam Walker moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the distribution of funds to LVE in the amount of \$100,000 to fund the 2017 Emerge Music Conference.

OPERATIONS DIVISION

ITEM 7. **Central Halls 1 and 2 Roof Recoating, Bid #17-4463**

Mr. Jicinsky requested the Board of Directors: 1) Award Bid #17-4463; Central Halls 1 and 2 Roof Recoating, to Sprayfoams Roofing Southwest, Las Vegas, Nevada, in the estimated amount of \$190,021; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

Fiscal Impact

FY 2017 \$190,021 Estimated expenditure

Secretary Bill Noonan expressed his excitement for the local company selections in items 7 and 8.

Member Carolyn Goodman inquired about the location of the recoating project, to which Mr. Jicinsky stated that the recoating was on the exterior of the roof.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Award Bid #17-4463; Central Halls 1 and 2 Roof Recoating, to Sprayfoams Roofing Southwest, Las Vegas, Nevada, in the estimated amount of \$190,021; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

ITEM 8. **Central Kitchen Hot Water Heater Upgrade, Bid #17-4461**

Mr. Jicinsky requested the Board of Directors: 1) Award Bid #17-4461, Central Kitchen Hot Water Heater Upgrade, to Pyro Combustion and Controls, Inc. Las Vegas, Nevada, in the estimated amount of \$159,800; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

Fiscal Impact

FY 2017 \$159,800 Estimated expenditure

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Award Bid #17-4461, Central Kitchen Hot Water Heater Upgrade, to Pyro Combustion and Controls, Inc. Las Vegas, Nevada, in the estimated amount of \$159,800; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

GENERAL GOVERNMENT DIVISION

ITEM 9. **Uncollectible Receivable**

Ms. Lacer requested the Board of Directors approve the write-off of an uncollectible receivable.

Fiscal Impact

FY 2017 (\$146,300) General Fund revenue

Chair Lawrence Weekly inquired about the net total of the uncollectible receivable and the vendor's ability to participate in future trade shows, to which Ms. Lacer explained the totality of the uncollectible receivable and the requirement for the vendor to settle the debt prior to engagement in future trade shows.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the write-off of an uncollectible receivable.

ITEM 10. **Legal Counsel's Report and Recommendation(s)**

Mr. Puschnig informed the Board of the following:

- On or about May 17, 2017, the LVCVA was served with a lawsuit filed on behalf of a Dwight Johnson, Las Vegas resident, for injuries allegedly suffered at the June 2016 InfoComm tradeshow. The LVCVA tendered the defense of the action to Cort Furnishings, Freeman Decorating Company, InfoComm and Canon USA, which was accepted by Canon USA. The LVCVA will vigorously defend against the lawsuit.
- On or about May 19, 2017, the LVCVA was served with a lawsuit filed on behalf of a Masoumeh Afshar for injuries allegedly suffered at the June 2014 Esthetics tradeshow. The LVCVA tendered the defense of the action to Metropolitan Decorating Company and the Esthetics show and although the tender has not been accepted, Mr. Puschnig expects that it will. The LVCVA will vigorously defend against the lawsuit.
- At the April 11 Regular Meeting of the Board of Directors, Mr. Puschnig informed the Board of the lawsuit filed against the LVCVA and Mr. Ralenkotter by Jon Astor-White, President/CEO of Las Vegas Entertainment and Sports Television, and two corporate entities. Mr. Puschnig updated the Board that after some discussion and removal to federal court, the lawsuit was dismissed without prejudice.

This was an information item. Not an action item.

COMMITTEES

ITEM 11. **Las Vegas Convention Center District Committee Report**

The Las Vegas Convention Center District (LVCCD) Committee met on June 1, 2017, to discuss item A.

Committee Member Kristin McMillan presented a report and provided the Committee's recommendation to the Board of Directors for item A.

Item A. Las Vegas Convention Center District Plan

Mr. Jicinsky thanked Member McMillan for her presentation and provided an overview of the due diligence and review of the Oversight Panel for Convention Facilities in Clark County. Mr. Jicinsky also acknowledged Bill Ham, Oversight Panel Chairman, discussed the development of the LVCC District Plan (the Plan), and provided a description of the Plan.

Terry Miller, LVCVA Owner's Representative, delivered a PowerPoint presentation outlining the Plan.

Treasurer Cam Walker encouraged Mr. Miller to examine the proposed project hours of each competing bidder during the selection process, to which Mr. Miller agreed and added that the proposed project hours would be compared to projected completion timelines.

Ms. Lacer delivered a PowerPoint presentation outlining the financing program for the LVCCD.

Mr. Jicinsky introduced Mr. Ham and listed the Oversight Panel members.

Mr. Ham addressed the Board and expressed his appreciation to staff, the Oversight Panel, and members of the community for the collaborative efforts. Mr. Ham discussed the review process of the Plan and said he was looking forward to the progress of the project.

Chair Weekly and Member McMillan thanked Mr. Ham for his leadership.

Member John Lee shared his initial apprehension of the Oversight Panel, but stated that “the amount of leadership that came forth assure[d] [him] that this was a very bright decision.” Member John Lee discussed the importance of mobility in Southern Nevada.

Member Carolyn Goodman also discussed mobility in Southern Nevada and expressed her appreciation to Mr. Ham and the Oversight Panel for their efforts.

Member Larry Brown echoed the Board’s comments of appreciation of Mr. Ham and the Oversight Panel.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve Item A. Las Vegas Convention Center District Plan.

Mr. Ralenkotter stated, “Thank you very much for sharing our vision and moving us forward so we remain competitive for the next 25-30 years and stay number one for another 23 years.”

DIRECTORS’ RECOGNITION

Member Ricki Barlow noted the success of Ward 5 Movie in the Park on May 20 at Lorenzi Park and announced a second Ward 5 Movie in the Park on June 17 at Lorenzi Park.

Member John Lee discussed the success of North Las Vegas’ American Patriot Fest on May 18-21 at Craig Ranch Regional Park. He also recognized Branan Allison, Principal of Source One Events, and Julian Dugas for their assistance with the event. Member John Lee went on to note North Las Vegas’ “great relationship” with Nellis Air Force Base, as well as the LVCVA’s support.

Member Greg Lee congratulated the Board, staff, and the private industry for the vote to approve the Plan.

Treasurer Cam Walker thanked staff for the assistance in promoting Boulder City and announced the 69th Annual Boulder City Damboree Celebration on July 4. Treasurer Walker also recognized Boulder City election day on June 13. Chair Weekly wished Treasurer Walker “the best of luck” in the election.

Secretary Bill Noonan noted the contributions of R&R Partners, specifically Billy Vassiliadis and Nick Vassiliadis, in the approval of Senate Bill 246 (SB246), the construction-manager-at-risk (CMAR) legislation, at the Nevada Legislature.

Member Kristin McMillan announced the 2017 Business Expo on June 14 at the Las Vegas Convention Center (LVCC).

Member Carolyn Goodman welcomed back Mr. Ralenkotter and wished the fathers in the room a happy Father’s Day. Member Goodman noted a “big announcement” later in the day regarding the Vegas Golden Knights hockey team. Member Goodman went on to discuss the potential impact of short term rentals to Las Vegas, the 85th Annual Meeting of the United States Conference of Mayors and the support against the transporting of nuclear waste across the country to Nevada, the Urban Areas Security Initiative (UASI) program, and the importance of Las Vegas remaining the number one destination for travel and tourism.

Member Larry Brown discussed SB246 and acknowledged Chair Weekly's support for the bill at the Nevada Legislature. Member Brown also welcomed back Mr. Ralenkotter and noted the Las Vegas 51s as the "longest running professional sports organization in Las Vegas."

Chair Weekly recognized the importance of community collaboration, commended LVCVA staff for their efforts on the LVCCD project, expressed his support for the inclusion of local businesses, and acknowledged Father's Day and 2017 graduates.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Mr. Astor-White discussed his legal complaint against the LVCVA.

Ms. Lavigne recognized the AIA National Convention at the LVCC in June 2019.

William Stanley, Executive Secretary-Treasurer of the Southern Nevada Building and Construction Trades Council, commented on the recent Nevada Legislative Session and SB246.

Patrick Lindsey, Tournament Director for the Shriners Hospitals for Children Open, thanked the LVCVA for the continued support.

Michael Garwood noted potential site improvements around Las Vegas and the Electric Daisy Carnival on June 16-18.

Member Ricki Barlow left the meeting at 10:46 a.m.

Chair Weekly recognized the International Tourism Safety Conference on June 11-14 at the LVCC and thanked Ray Suppe, Executive Director of Customer Safety, and the Security Department for their involvement with the event.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 10:48 a.m.

Respectfully submitted,

Date Approved: July 11, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair



**Regular Meeting of the Board of Directors
July 11, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on July 11, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Board of Directors

Present unless otherwise noted

Commissioner Lawrence Weekly, Chair
Mr. Chuck Bowling, Vice Chair
Mr. Bill Noonan, Secretary
Commissioner Larry Brown, Treasurer
Councilman Ricki Y. Barlow
Mayor Carolyn Goodman
Mr. Tom Jenkin.....absent

Mayor Pro Tem Peggy Leavitt
Mr. Gregory Lee
Mayor John Lee
Ms. Kristin McMillan
Councilman George Rapson.....via telephone
Mr. Maurice Wooden

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO
Luke Puschnig, Esq., CEM, Legal Counsel
Rana Lacer, Chief Financial Officer
Jacqueline Peterson, Chief Communications & Public Affairs Officer
Barbara Bolender, Chief Human Resources Officer
Cathy Tull, Senior Vice President of Marketing
Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Vice Chair Chuck Bowling called the meeting to order at 9:06 a.m. A quorum of the members was present at roll call.

INVOCATION The invocation was delivered by Chaplain Phillip Washington of Promise Land Community Church.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Jon Astor-White, President/CEO of Las Vegas Entertainment and Sports Television, announced that he had dismissed his lawsuit against the LVCVA and R&R Partners, discussed the launch of the first 24/7 television network to broadcast from Las Vegas in October, submitted the attached written proposal, and introduced Denny Weddle in the audience.

BOARD APPOINTMENTS

In accordance with the Nevada Revised Statutes (NRS), the following appointments were made to the Las Vegas Convention and Visitors Authority Board of Directors:

From the Governing Body of the City of North Las Vegas.....NRS 244A.603(1)(d)
Mayor John Lee

From the Governing Body of the City of Boulder City.....NRS 244A.603(1)(e)
Mayor Pro Tem Peggy Leavitt

This was an information item. Not an action item.

Oath of Office was administered to the newly appointed Members of the Board by the Honorable Judge Timothy Williams.

Chair Lawrence Weekly entered the meeting at 9:13 a.m.

APPROVAL OF THE AGENDA AND MINUTES

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the July 11, 2017, Regular Meeting of the Board of Directors' agenda and the June 13, 2017, Regular Meeting of the Board of Directors' minutes.

BOARD NOMINEES

In accordance with the NRS, the following nominees were submitted by the Las Vegas Metro Chamber of Commerce and the Nevada Resort Association for the term of July 1, 2017, through June 30, 2019.

In accordance with the NRS, only elected Board Members may vote for the following nominees:

From the Las Vegas Metro Chamber of Commerce.....NRS 244A.603(1)(g)(1)
Ms. Kristin McMillan – Las Vegas Metro Chamber of Commerce
Mr. Tom Jenkin – Caesars Entertainment

From the Nevada Resort Association.....NRS 244A.603(1)(g)(2)
Mr. Chuck Bowling – Mandalay Bay
Mr. Maurice Wooden – Wynn Resorts Las Vegas

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve Kristin McMillan and Tom Jenkin as the Las Vegas Metro Chamber of Commerce nominees and Chuck Bowling and Maurice Wooden as the NRA nominees to serve as members of the Board of Directors for the term of July 1, 2017 – June 30, 2019.

Oath of Office was administered to the newly elected Members of the Board by the Honorable Judge Timothy Williams.

BOARD NOMINATION

In accordance with the Nevada Revised Statutes (NRS) 244A.611 and LVCVA Board Policy 1.03, officers of the Board shall be elected in January of each odd-numbered year.

Chair Lawrence Weekly appointed Member Larry Brown to fill the vacant position of *Treasurer*.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve Larry Brown to fill the vacant officer position of Treasurer.

Oath of Office was administered to the newly elected Officer of the Board by the Honorable Judge Timothy Williams.

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED

Presentations by the Las Vegas Convention and Visitors Authority Staff

Terry Jicinsky, Senior Vice President of Operations, delivered a video presentation on the following operations highlights:

- International Premium Cigar & Pipe Retailers Association 85th Annual Convention & International Trade Show – July 10-14
- ASD Market Week Las Vegas – July 30-August 2

Ms. Tull delivered a video presentation on the following marketing highlights:

- Las Vegas Market – July 30-August 3
- Columbia Trade Show Trade Mission – July 24-27
- Airline Updates:
 - Frontier Airlines begins new daily service from Washington, DC, to Las Vegas and three times weekly service from Indianapolis, Indiana, to Las Vegas in July.
 - Allegiant Airlines begins twice weekly service from Ogden, Utah, and Omaha, Nebraska, to Las Vegas in November.
 - VivaAerobús begins daily service from Mexico City, Mexico, to Las Vegas in December.
- Marketing Initiatives:
 - KLAS-TV Las Vegas launched its first in a series of nine segments showcasing Laughlin, Nevada – June-September.
 - Tastemade partnered with the LVCVA to launch a video series highlighting Las Vegas destination dining.

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1.

Airline Development Update – Recap of January-June Activities

Ms. Tull introduced Brig Lawson, LVCVA Senior Director of Business Partnerships, Brad DiFiore and Oliver Lamb, Managing Directors of Ailevon Pacific Airline Consulting (APAC), and Chris Jones, Chief Marketing Officer of McCarran International Airport (McCarran) to present an airline development update on activities and accomplishments since January 2017.

Mr. Lawson introduced the presentation and outlined APAC's efforts in airline development.

Mr. DiFiore and Mr. Lamb delivered a PowerPoint presentation on activities and accomplishments since January 2017.

Mr. Lawson provided closing remarks.

Chair Lawrence Weekly expressed his appreciation for the collaborative efforts of the LVCVA, APAC, and McCarran and requested Mr. Jones to offer his remarks. Mr. Jones discussed the importance of positive visitor experiences at McCarran, the benefits of the opening of Terminal 3, as well as additional upgrades throughout McCarran.

Member John Lee inquired about potential redirecting of airport traffic to North Las Vegas Airport, to which Mr. Jones discussed programs to incentivize air traffic to the smaller airports in the Las Vegas Valley.

Member Carolyn Goodman requested air traffic statistics and inquired about potential direct flights to Ireland, to which Ms. Tull answered that collaborations with air carriers in Europe and Asia have been underway. Member Goodman inquired about cultural accommodations in relation to security procedures, to which Mr. Jones discussed numerous customs programs specific to various customer groups. Member Goodman also inquired about potential upgrades in Terminal 1, to which Mr. Jones outlined current improvement projects throughout McCarran.

Vice Chair Bowling emphasized the important and unique nature of the collaboration between the LVCVA and McCarran. Vice Chair Bowling expressed his gratitude to the LVCVA and McCarran and described the impact of their combined efforts throughout the destination.

Member Ricki Barlow inquired about landing fees and incentives for aircrafts to utilize the smaller airports in the destination, to which Mr. Jones reiterated the financial incentives available to aircrafts utilizing the smaller airports.

Member Maurice Wooden asked about airline load factor domestically and internationally. Mr. Lawson explained the various elements that contribute to fluctuations in load factor and said that additional information could be provided.

Secretary Bill Noonan asked about the feedback received from the Hainan Airlines direct flight from Beijing, China, to Las Vegas. Mr. Lawson answered that Hainan Airlines was satisfied with the flight thus far and seat capacity had already increased, but that any new service required a “ramp up” period.

Member Barlow inquired about accommodations made at McCarran to support the landing of an Airbus A380. Mr. Jones clarified that McCarran was able to support the landing of an Airbus A380 and that additional expansion plans included further accommodations.

This was an information item. Not an action item.

Member John Lee left the meeting at 9:58 a.m.

ITEM 2. **2017 World Routes Development Forum Exhibition – Barcelona, Spain – September 23-26, 2017**

Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$222,000 for expenses associated with trade show exhibition, booth design and build-out and a client development event during the 2017 World Routes Development Forum; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018 \$222,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve an estimated expenditure of \$222,000 for expenses associated with trade show exhibition, booth design and build-out and a client development event during the 2017 World Routes Development Forum; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

- ITEM 3. **IMEX America – Las Vegas, Nevada – October 10-12, 2017**
Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$452,700 to enter into an agreement with IMEX America Ltd. for sponsorship and booth space rental at the IMEX America trade show; 2) Authorize the LVCVA President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018 \$452,700 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve an estimated expenditure of \$452,700 to enter into an agreement with IMEX America Ltd. for sponsorship and booth space rental at the IMEX America trade show; 2) Authorize the LVCVA President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

- ITEM 4. **Las Vegas Events – Event Approval – NBA Summer League – July 7-17, 2017**
Ms. Tull requested the Board of Directors approve the distribution of funds to Las Vegas Events (LVE) in the amount of \$100,000 to fund the NBA Summer League July 7-17, 2017. The event will be held at Thomas & Mack Center and Cox Pavilion on the University of Nevada, Las Vegas campus.

Fiscal Impact

FY 2018 \$100,000 Estimated expenditure

Chair Lawrence Weekly thanked Pat Christenson, LVE President, Dale Eeles, LVE Vice President of Event Development, LVE staff, and the NBA for the community and youth outreach throughout Las Vegas through the NBA Cares Program.

Member Maurice Wooden described the growth of the NBA Summer League and expressed his appreciation to LVE and the NBA.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the distribution of funds to LVE in the amount of \$100,000 to fund the NBA Summer League July 7-17, 2017.

- ITEM 5. **Las Vegas Events Update**
Mr. Christenson presented a comprehensive recap of fourth quarter activities and preview of first quarter activities to the LVCVA Board of Directors.

This was an information item. Not an action item.

OPERATIONS DIVISION

- ITEM 6. **Extension of Interlocal Agreement with Las Vegas Metropolitan Police Department for Intelligence Analyst**
Mr. Jicinsky requested the Board of Directors: 1) Approve an extension of the Interlocal Agreement with the Las Vegas Metropolitan Police Department (LVMPD) to continue funding a Tourism Intelligence Analyst within the Southern Nevada Counter-Terrorism (Fusion) Center for a five-year extension term beginning August 12, 2017; 2) Authorize the President/CEO to execute all appropriate documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018	\$142,000	Estimated expenditure
FY 2019	\$149,000	Estimated expenditure
FY 2020	\$156,000	Estimated expenditure
FY 2021	\$164,000	Estimated expenditure
FY 2022	\$170,000	Estimated expenditure

Mr. Jicinsky introduced Julia Watson, LVMPD Tourism Intelligence Analyst, and Christopher Jones, LVMPD Deputy Chief, in the audience.

Member Carolyn Goodman thanked the LVMPD and emphasized the importance of this Interlocal Agreement as well as the Urban Areas Security Initiative (UASI) Program.

Member Ricki Barlow expressed his support of the Interlocal Agreement and disclosed that he was a member of the LVMPD Fiscal Affairs Committee, to which Luke Puschnig, Legal Counsel, confirmed that Member Barlow was able to vote.

Member Kristin McMillan inquired about the communication between the LVMPD and the LVCVA, as well as the tracked performance of the program. Mr. Jicinsky outlined the communication efforts between Ray Suppe, LVCVA Executive Director of Customer Safety, the LVCVA Security Department, the LVMPD, and the private sector. Mr. Jicinsky also discussed the ongoing performance reports provided by the LVMPD.

Ms. Watson elaborated on the efforts of the program and the communicative reports provided to the private sector.

Secretary Bill Noonan expressed the lobbied support from security personnel and stated that he was in full support of the program as well.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve an extension of the Interlocal Agreement with the Las Vegas Metropolitan Police Department to continue funding a Tourism Intelligence Analyst within the Southern Nevada Counter-Terrorism (Fusion) Center for a five-year extension term beginning August 12, 2017; 2) Authorize the President/CEO to execute all appropriate documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 7.

Independent Contractor Agreement – Randall Walker

Mr. Jicinsky requested the Board of Directors: 1) Approve an Independent Contractor Agreement with Randall Walker, dba RHWalker Consulting, LLC, Las Vegas, Nevada, in the estimated amount of \$72,000 for the period of August 1, 2017, through July 31, 2018, for professional services related to the Las Vegas Convention Center District (LVCCD); 2) Authorize the President/CEO to execute the agreement; 3) Authorize the President/CEO to execute three optional one year extensions, in accordance with the contract if mutually agreed; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018	\$72,000	Estimated expenditure
---------	----------	-----------------------

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve an Independent Contractor Agreement with Randall Walker, dba RHWalker Consulting, LLC, Las Vegas, Nevada, in the estimated amount of \$72,000 for the period of August 1, 2017, through July 31, 2018, for professional services related to the Las Vegas Convention Center District (LVCCD); 2) Authorize the President/CEO to execute the agreement; 3) Authorize the President/CEO to execute three optional one year extensions, in accordance with the contract if mutually agreed; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

GENERAL GOVERNMENT DIVISION

ITEM 8. **Insurance Coverage and Premium – FY 2018 – General Liability, Property, Excess Workers Compensation Insurance**

Mr. Puschnig requested the Board of Directors: 1) Approve the expenditure of an estimated amount of \$923,541 for various insurance policies for fiscal year 2018; 2) Authorize Legal Counsel to execute the appropriate documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018 923,541 Estimated expenditure

Secretary Bill Noonan stated, "Great job by [Allen Kaercher, of Kaercher Insurance]."

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve the expenditure of an estimated amount of \$923,541 for various insurance policies for fiscal year 2018; 2) Authorize Legal Counsel to execute the appropriate documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 9. **Legal Counsel's Report and Recommendation(s)**

There were no new legal items to report.

This was an information item. Not an action item.

DIRECTORS' RECOGNITION

Member Peggy Leavitt expressed her appreciation and excitement for the opportunity to serve on the Board and noted the success of the fireworks show during the 69th Annual Boulder City Damboree Celebration. Member Leavitt also said she was "happy to be serving with [Chair Lawrence] Weekly." Chair Weekly thanked Member Leavitt for her service to Clark County and noted the donation center for the Clark County Department of Family Services, Peggy's Attic, named after Member Leavitt.

Member Ricki Barlow welcomed Member Leavitt to the Board and announced Ward 5 Movie in the Park on July 15 at Lorenzi Park. Member Barlow announced the Ward 5 Summer Splash on July 15 at the Doolittle Community Center and thanked Chair Weekly for his involvement with the renovation of the Doolittle Community Center. Member Barlow also thanked the LVCVA for collaborating with the United Soccer League for use of Cashman Field.

Member Gregory Lee recognized Mr. Christenson, Mr. Eeles, and the LVE team for the success of the NBA Summer League and for potential future involvement of the Rising Star Sports Ranch Resort in Mesquite.

Secretary Bill Noonan requested an update from Mr. Ralenkotter or Don Logan, President/COO of the Las Vegas 51s, on the status of the team.

Treasurer Larry Brown thanked the Board for his appointment as Treasurer.

Member Carolyn Goodman noted her gratitude to NBA Commissioner Adam Silver for the success of the NBA Summer League, expressed her excitement for the purchase of American Casino and Entertainment Properties by Golden Entertainment, and announced the free shuttle service in Downtown Las Vegas called the Downtown Loop.

Member Maurice Wooden said he was “thrilled” about the approval of item 6 and discussed his experience visiting the Fusion Center.

Member Kristin McMillan commended Member Goodman on the Downtown Loop project and applauded Mr. Puschnig and Mr. Kaercher for their due diligence on obtaining the approved insurance coverage in item 8. Member McMillan also expressed her gratitude for the opportunity to serve on the Board.

Vice Chair Chuck Bowling said that he was proud to continue to serve on the Board.

Chair Weekly thanked LVCVA staff.

Member George Rapson thanked Member Gregory Lee and his family for hosting the Fourth of July festivities in Mesquite.

Chair Weekly also thanked the Board for the approval of item 2 and item 3.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Daniel Braisted addressed the Board about the benefits of Google Calendar for local events, as well as his concerns with the aesthetics and cleanliness of various public areas in the city.

Michael Garwood discussed future dates of the Electric Daisy Carnival and expressed his concern for world events and the need for Las Vegas to take necessary precautions.

Chair Lawrence Weekly recognized Clark County’s Summer Business Institute and introduced one of the interns in the program, Jenaro Marcial-Lorza in the audience. Mr. Marcial-Lorza addressed the Board and emphasized the benefits of the program.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 10:43 a.m.

Respectfully submitted,

Date Approved: August 8, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair

LAS VEGAS ENTERTAINMENT & SPORTS TELEVISION, INC.
3800 WYNN ROAD, SUITE 503-G
LAS VEGAS, NV. 89103
(702)765-5309

Jon Astor-White, President/CEO

July 11, 2017

TO: Commissioner Lawrence Weekly, Chair
LAS VEGAS CONVENTION AND VISITORS AUTHORITY
BOARD OF DIRECTORS
Las Vegas Convention Center-Boardroom
3150 Paradise Road
Las Vegas, Nevada 89109

RE: LVES-TV SPONSORSHIP PROPOSAL

Commissioner Lawrence Weekly, et. al (To all present Board Members)

Pursuant to my statement to the LVCVA Board during your June 13, 2017, meeting. We have dismissed our legal Action against the LVCVA & R&R Partners, et. al.; After-which your Legal Counsel Mr. Luke Puschnig stated to me " Please continue to come to us with your projects", therefore.

Please again, be advised, Las Vegas Entertainment & Sports Television, (LVES-TV) are poised to launch the 1st. 24/7, 365 days a year, television network to broadcast from Las Vegas, original and live, "Entertainment & Sports", worldwide. LVES-TV are poised to launch, with it's signature star-studded **"HALL OF FAME WEEKEND"** featuring the **"VEGAS STAR AWARDS"**; we have an option to launch, the weekend of October. 6 thru 8, 2017, from the Thomas & Mack Center (9000 seats X3 nights = 27, 000 @ Max).

Furthermore, be advised LVES-TV, has signed a Local Marketing Agreement (LMA) with Mako Communications, LLC., to program and broadcast, initially, to eighteen (18) Designated Market Area (DMAs); LVES-TV will uplink all of its 24/7, 365 days per year programming by satellite, to be broadcasted nationally to well over 35,754,130 households (attached: 1st page of Mako Agreement and LVES-TV's "DMAs). LVES-TV, will look to add more "DMA" areas, within the first six months of our operations. Also other worldwide carriers and foreign markets, like China have expressed interest in carrying our TV Network, due to our live "Sports and Entertainment" programming, Etc. (all items previously submitted).

Page 2. LVES-TV - Proposal to the LVCVA

LVES-TV, has structured its programming to showcase all of the daily, weekly, Entertainment, Sports and Special Events, taking place in Las Vegas, along, with our original programming schedule, outlined in the attached overview.

We are aware, that the LVCVA and/or Las Vegas Events, sponsors various events to promote and/or market Las Vegas each year. LVES-TV, provides the perfect outlet to promote and market las Vegas worldwide, 24/7, 365 days a year.

We are hereby proposing that the LVCVA/R&R Partners, become our charter sponsor (s) and extend to LVES-TV a total of \$150,000, funding, associated with our annual "**HALL OF FAME WEEKEND**" featuring the "**VEGAS STAR AWARDS**"; and also, associated with LVES-TV, programming, Etc. Which is just a fraction of, the funds extended by the LVCVA and or Las Vegas Events, in support of one single event, without the television exposure, 24/7, 365 days per year, that LVES-TV, will provide. Again, we ask that our written proposal be put on the Agenda, for the next LVCVA Board meeting August 8, 2017, for the Board to vote on this our written proposal. Thank you, for your time and consideration.



Jon Astor-White, President/CEO
Las Vegas Entertainment & Sports Television, Inc. (LVES-TV) &
National/Las Vegas Entertainment & Sports Hall Of Fame, Inc.(Non-Profit)
(702)765-5309 Direct Land Line. Phone/Fax
(702)428-1686 Cell phone & Text Line

LOCAL MARKETING AGREEMENT

Local Marketing Agreement (“Agreement”) dated as of July 28, 2016, by and between Mako Communications, LLC, Nave Broadcasting, LLC, and Tuck Properties, Inc. (collectively “Licensee”) and Las Vegas Entertainment & Sports Television, (LVES-TV) (“Programmer”). This Agreement pertains to the following Stations as identified by Call Sign and Facility ID in Table 1 below (collectively “Stations”).

Table 1

Reference City	Call Sign	Facility ID	RF Ch	Virtual Ch	Licensee
Atlanta	WYGA-CD	168094	16	16.7	Mako Communications, LLC
Austin	KVAT-LD	52930	17	17.4	Mako Communications, LLC
Chicago	W25DW-D	61692	25	25.8	Mako Communications, LLC
Corpus Christi	K29IP-D	167450	29	29.6	Mako Communications, LLC
Dallas	KHPK-LD	52926	28	28.4	Mako Communications, LLC
Denver	K05MD-D	167809	5	5.2	Tuck Properties, Inc.
Houston	KUVM-LD	167664	22	10.7	Mako Communications, LLC
Las Vegas	KEGS-LD	168004	24	30.5	Mako Communications, LLC
Miami	W16CC-D	4331	16	16.6	Mako Communications, LLC
New York City	WKOB-D	51441	2	42.6	Nave Broadcasting, LLC
Oklahoma City	KTOU-LD	28186	21	21.5	Mako Communications, LLC
Philadelphia	WDUM-LD	19586	16	41.3	Mako Communications, LLC
Phoenix	K18JL-D	7085	18	25.3	Mako Communications, LLC
Sacramento	KBTW-CD	2424	27	8.7	Mako Communications, LLC
San Antonio	KISA-LD	58786	40	40.9	Mako Communications, LLC
Seattle	KUSE-LD	168057	46	46.7	Mako Communications, LLC
St. Louis	KPTN-LD	35781	36	7.5	Mako Communications, LLC
Tampa	W15CM-D	6029	15	15.3	Mako Communications, LLC

WHEREAS, Licensee’s Stations have available broadcast time; and

WHEREAS, Programmer desires to avail itself of the Stations’ broadcast time for the presentation of programming service, including the sale of advertising time;

NOW, THEREFORE, for and in consideration of the mutual covenants herein contained, the parties hereto have agreed and do agree as follows:

1. **Facilities.** Licensee agrees to make broadcasting facilities available to Programmer and to allow Programmer to broadcast on the Stations, or cause to be broadcast, Programmer’s programs.

July 28, 2016

Page 1

Licensee Initials



Las Vegas Sports Multi Market LMA (5).docx

Programmer Initials _____

LVES-TV DESIGNATED MARKET AREAS (DMA)

Designated Market Area (DMA) alphabetical order	TV Homes	% of US
(1) Atlanta Ch 16.7	2,385,730	2.105
(2) Austin Ch 17.4	745,640	0.658
(3) Chicago Ch 25.8	3,475,220	3.067
(4) Corpus Christi 29.6	205,900	0.182
(5) Dallas Ch 28.4	2,646,370	2.335
(6) Denver Ch 5.2	1,576,090	1.391
(7) Houston Ch 10.7	2,385,730	2.105
(8) Las Vegas Ch 30.5	736,700	0.650
(9) Miami Ch 16.6	1,660,020	1.465
(10) New York City Ch 42.6	7,368,320	6.503
(11) Oklahoma City 21.5	701,070	0.619
(12) Philadelphia 41.3	2,917,920	2.575
(13) Phoenix 25.3	1,848,850	1.632
(14) Sacramento 8.7	1,349,990	1.191
(15) San Antonio 40.9	907,320	0.801
(16) Seattle 46.7	1,766,070	1.559
(17) St. Louis 7.5	1,217,370	1.074
(18) Tampa 15.3	1,859,820	1.641
Total (LVES-TV) Households	35,754,130	32%

NSI Total U.S. TV Homes 113,314,340

SUBJECT TO CHANGE

WEEK-TIME	MON	Tue	Wed	Thu	Fri	Sat	SUN	Eastern
6:00am	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	6:00am
6:30am	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	6:30am
7:00am	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	7:00am
7:30am	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	7:30am
8:00am	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	AM Las Vegas	8:00am
8:30am	Las Vegas Live	Las Vegas Live	Las Vegas Live	Las Vegas Live	Las Vegas Live	Vegas News	Vegas News	8:30am
9:00am	Las Vegas Live	Las Vegas Live	Las Vegas Live	Las Vegas Live	Las Vegas Live	Vegas News	Vegas News	9:00am
10:00am	The Morning Line	The Morning Line	The Morning Line	The Morning Line	The Morning Line	Various Sports	Various Sports	10:00am
10:30am	Las Vegas Superstars	Las Vegas Superstars	Las Vegas Superstars	Las Vegas Superstars	Las Vegas Superstars	Various Sports	Various Sports	10:30am
11:00am	Las Vegas Superstars	Las Vegas Superstars	Las Vegas Superstars	Las Vegas Superstars	Las Vegas Superstars	Various Sports	Various Sports	11:00am
11:30am	Las Vegas Superstars	Las Vegas Superstars	Las Vegas Superstars	Las Vegas Superstars	Las Vegas Superstars	Various Sports	Various Sports	11:30am
12:00pm	Good Day Las Vegas	Good Day Las Vegas	Good Day Las Vegas	Good Day Las Vegas	Good Day Las Vegas	Various Sports	Various Sports	12:00pm
12:30pm	Good Day Las Vegas	Good Day Las Vegas	Good Day Las Vegas	Good Day Las Vegas	Good Day Las Vegas	Various Sports	Various Sports	12:30pm
1:00pm	Vegas Justice Court	Vegas Justice Court	Vegas Justice Court	Vegas Justice Court	Vegas Justice Court	Various Sports	Various Sports	1:00pm
1:30pm	Vegas Justice Court	Vegas Justice Court	Vegas Justice Court	Vegas Justice Court	Vegas Justice Court	Various Sports	Various Sports	1:30pm
2:00pm	Vegas Live	Vegas Live	Vegas Live	Vegas Live	Vegas Live	Various Sports	Various Sports	2:00pm
2:30pm	Vegas Live	Vegas Live	Vegas Live	Vegas Live	Vegas Live	Various Sports	Various Sports	2:30pm
3:00pm	Sports and Entertainment Talk Show	Sports and Entertainment Talk Show	Sports and Entertainment Talk Show	Sports and Entertainment Talk Show	Sports and Entertainment Talk Show	Various Sports	Various Sports	3:00pm
3:30pm	Sports and Entertainment Talk Show	Sports and Entertainment Talk Show	Sports and Entertainment Talk Show	Sports and Entertainment Talk Show	Sports and Entertainment Talk Show	Various Sports	Various Sports	3:30pm
4:00pm	What's For Dinner	What's For Dinner	What's For Dinner	What's For Dinner	What's For Dinner	Various Sports	Various Sports	4:00pm
4:30pm	What's For Dinner	What's For Dinner	What's For Dinner	What's For Dinner	What's For Dinner	Various Sports	Various Sports	4:30pm
5:00pm	Vegas Local and World News	Vegas Local and World News	Vegas Local and World News	Vegas Local and World News	Vegas Local and World News	Various Sports	Various Sports	5:00pm
5:30pm	Vegas Local and World News	Vegas Local and World News	Vegas Local and World News	Vegas Local and World News	Vegas Local and World News	Various Sports	Various Sports	5:30pm
6:00pm	Inside Las Vegas	Inside Las Vegas	Inside Las Vegas	Inside Las Vegas	Live Entertainment: Boxing/ MMA	Various Sports	Various Sports	6:00pm
6:30pm	Inside Las Vegas	Inside Las Vegas	Inside Las Vegas	Inside Las Vegas	Live Entertainment: Boxing/ MMA	Various Sports	Various Sports	6:30pm
7:00pm	Vegas Comedy Showcase	Vegas Comedy Showcase	Vegas Comedy Showcase	Vegas Comedy Showcase	Live Entertainment: Boxing/ MMA	Various Sports	Various Sports	7:00pm
7:30pm	Vegas Comedy Showcase	Vegas Comedy Showcase	Vegas Comedy Showcase	Vegas Comedy Showcase	Live Entertainment: Boxing/ MMA	Various Sports	Various Sports	7:30pm
8:00pm	Las Vegas Superstars	TOASTED	Las Vegas Superstars	Vegas Talent Search	Old School Soul Concerts	Vegas in Concert	Jazz on the Rocks/ Jazz Suite with Bob Anderson	8:00pm
8:30pm	Las Vegas Superstars	TOASTED	Las Vegas Superstars	Vegas Talent Search	Old School Soul Concerts	Vegas in Concert	Jazz on the Rocks/ Jazz Suite with Bob Anderson	8:30pm
8:50pm	Vegas Live	Vegas Live	Vegas Live	Vegas Live	Vegas Live	TBD	TBD	8:50pm
9:00pm	Vegas Live	Vegas Live	Vegas Live	Vegas Live	Vegas Live	TBD	TBD	9:00pm
9:30pm	Vegas Live	Vegas Live	Vegas Live	Vegas Live	Vegas Live	TBD	TBD	9:30pm
10:00pm	Las Vegas Late Night	Las Vegas Late Night	Las Vegas Late Night	Las Vegas Late Night	Las Vegas Late Night	TBD	TBD	10:00pm
10:30pm	Las Vegas Late Night	Las Vegas Late Night	Las Vegas Late Night	Las Vegas Late Night	Las Vegas Late Night	TBD	TBD	10:30pm
11:00pm	Good Night Las Vegas	Good Night Las Vegas	Good Night Las Vegas	Good Night Las Vegas	Good Night Las Vegas	Live Entertainment: Boxing/ MMA/ Music Concerts/ Specials	Live Entertainment: Boxing/ MMA/ Music Concerts/ Specials	11:00pm
11:30pm	Good Night Las Vegas	Good Night Las Vegas	Good Night Las Vegas	Good Night Las Vegas	Good Night Las Vegas	Live Entertainment: Boxing/ MMA/ Music Concerts/ Specials	Live Entertainment: Boxing/ MMA/ Music Concerts/ Specials	11:30pm
12:00am	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	12:00am
12:30am	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	12:30am
1:00am	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	1:00am
1:30am	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	1:30am
2:00am	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	2:00am
2:30am	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	Series/Movies	2:30am
3:00am	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	3:00am
3:30am	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	3:30am
4:00am	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	4:00am
4:30am	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	4:30am
5:00am	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	5:00am
5:30am	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	Paid Programming	5:30am



**Regular Meeting of the Board of Directors
August 8, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on August 8, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Board of Directors

Present unless otherwise noted

Commissioner Lawrence Weekly, Chair	Mayor Pro Tem Peggy Leavitt
Mr. Chuck Bowling, Vice Chair	Mr. Gregory Lee
Mr. Bill Noonan, Secretary	Mayor John Lee
Commissioner Larry Brown, Treasurer	Councilman John Marz
Councilman Ricki Y. Barlow	Ms. Kristin McMillan
Mayor Carolyn Goodman	Councilman George Rapson
Mr. Tom Jenkin.....absent	Mr. Maurice Wooden.....absent

LVCVA Executive Staff in Attendance	Rossi Ralenkotter, President/CEO
	Luke Puschnig, Esq., CEM, Legal Counsel
	Rana Lacer, Chief Financial Officer
	Jacqueline Peterson, Chief Communications & Public Affairs Officer
	Barbara Bolender, Chief Human Resources Officer
	Cathy Tull, Senior Vice President of Marketing
	Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 9:00 a.m. A quorum of the members was present at roll call.

INVOCATION The invocation was delivered by Minister Andre Haynes of Daybreak Christian Fellowship.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

BOARD APPOINTMENTS

In accordance with the Nevada Revised Statutes (NRS), the following appointment was made to the Las Vegas Convention and Visitors Authority Board of Directors:

From the Governing Body of the City of Henderson.....NRS 244A.603(1)(c)
Councilman John Marz

This was an information item. Not an action item.

Oath of Office was administered to the newly appointed Member of the Board by the Honorable Judge Timothy Williams.

Member Ricki Barlow entered the meeting at 9:06 a.m.

Barbara Bolender, Chief Human Resources Officer, presented a special recognition video of Bill Darwin, LVCVA Registration Clerk, for his contributions to the destination as well as his 100th birthday.

Rossi Ralenkotter, President/CEO, recognized Mr. Darwin's contributions to the LVCVA and wished him a happy birthday.

The Board members joined Mr. Darwin for a photo.

**APPROVAL OF
THE AGENDA
AND MINUTES**

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to approve the August 8, 2017, Regular Meeting of the Board of Directors' agenda, with moving item 11 before item 1, the July 11, 2017, Regular Meeting of the Board of Directors' minutes, and the August 9, 2016, Compensation Committee Meeting minutes.

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED

Presentations by the Las Vegas Convention and Visitors Authority Staff

Terry Jicinsky, Senior Vice President of Operations, delivered a video presentation on the following operations highlights:

- MAGIC Las Vegas – August 14-16
 - The trade show's contributions to National Shoe Travelers.

Cathy Tull, Senior Vice President of Marketing, delivered a video presentation on the following marketing highlights:

- International Aviation Forecast Summit – August 27-29
- Airline Updates:
 - Eurowings begins twice weekly service from Munich, Germany, to Las Vegas in April.
 - Frontier begins eight weekly routes from Salt Lake City, Utah, to Las Vegas in October and four times weekly service from San Jose, California, to Las Vegas in November.
- Marketing Initiatives
 - B-EAT event – Partnership with Tomorrowland – July 21-23 & July 28-30
 - Jimmy Kimmel Live & The Killers in Las Vegas – July 31
 - Marketing video series for targeted market segments

Rana Lacer, Chief Financial Officer, announced that the LVCVA received the Achievement of Excellence in Procurement Award for the 22nd consecutive year and congratulated fellow Nevada award recipients, Clark County School District, University of Nevada, Las Vegas (UNLV), Washoe County, and Washoe County School District. Ms. Lacer also recognized Penny Marchell, Senior Manager of Purchasing, and Christine Grommons, Contracts Administrator, for their service on the board and various committees of the National Procurement Institute.

Mr. Ralenkotter briefly updated the Board on the status of Cashman Center, the Las Vegas 51s, and the United Soccer League (USL). Member Carolyn Goodman expressed her excitement for the future of Las Vegas.

This was an information item. Not an action item.

COMMITTEES

- ITEM 11. **Presentation of Compensation Committee as a Committee of the Board of Directors**
Compensation Committee Chair Chuck Bowling provided comments and recommendations to the Board of Directors for items A and B.

Item A. President/CEO's Annual Performance Evaluation

Committee Chair Bowling provided an overview of the history of the compensation philosophy of the President/CEO, provided comparative data of CEO compensation from competitive convention and visitors bureaus (CVB), emphasized Mr. Ralenkotter's unique duties as President/CEO of a marketing organization and convention center, and discussed past compensation for Mr. Ralenkotter.

Mr. Ralenkotter delivered a PowerPoint presentation outlining his accomplishments in Fiscal Year (FY) 2017.

Jeremy Aguero, Principal of Applied Analysis, provided statistical analysis of the impact of Mr. Ralenkotter's accomplishments to Las Vegas and the industry.

Mr. Ralenkotter continued his presentation outlining his objectives for FY 2018.

Committee Chair Bowling emphasized Mr. Ralenkotter's achievements in FY 2017 and recommended a six percent merit increase and a 50 percent performance incentive.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present to: 1) Approve a merit increase of six percent for the President/CEO; 2) Approve a performance incentive of 40 percent for the President/CEO; and 3) Approve the President/CEO's FY 2018 goals and objectives.

Secretary Bill Noonan left the meeting at 10:29 a.m.

Item B. Legal Counsel's Annual Performance Evaluation

Luke Puschnig, Legal Counsel, outlined his accomplishments for FY 2017, as well as his FY 2018 goals.

Mr. Ralenkotter discussed Mr. Puschnig's contributions to the LVCVA and recommended a 7.5 percent merit increase and a 25 percent performance incentive. Mr. Ralenkotter also recommended Mr. Puschnig's classification be changed from Executive Level 4 (E4) to Executive Level 3 (E3).

Member Ricki Barlow asked Mr. Puschnig the size of the LVCVA legal team, to which Mr. Puschnig answered that the team consisted of himself and his assistant.

Committee Chair Bowling expressed his appreciation to Mr. Puschnig for his hard work and commitment to the LVCVA.

Member Carolyn Goodman moved and it was carried by unanimous vote of the voting members present to: 1) Approve a merit increase of 7.5 percent for Legal Counsel; 2) Approve a performance incentive of 25 percent for Legal Counsel; 3) Approve the reclassification of Legal Counsel from E4 to E3; and 4) Approve Legal Counsel's FY 2018 goals and objectives.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1. **Annual Marketing Recap**

Ms. Tull delivered a marketing recap video presentation for fiscal year 2017, as required in the R&R Partners (R&R) Advertising and Marketing Communications Agreement. Ms. Tull introduced Rob Dondero, R&R Executive Vice President, and Yanick Dalhouse, R&R Group Account Director, in the audience.

Mr. Dondero presented a three dimensional handout exemplifying the importance of content messaging and discussed various marketing metrics.

Ms. Dalhouse discussed local partnerships, awards, and VisitLasVegas.com.

Mr. Dondero also commented on the importance of creative content and its outreach, as well as the collaboration of the LVCVA and R&R.

Billy Vassiliadis, R&R Chief Executive Officer, expressed his appreciation to Mr. Dondero, Ms. Dalhouse, and the R&R team and commented on the popularity of the *What Happens Here Stays Here* campaign.

Member Kristin McMillan inquired about the need-based segmentation study, to which Mr. Dondero briefly described and stated that it would be detailed in a presentation at the September 12 regular Board meeting.

Member John Marz asked for the percentage of first time visitors to the destination, to which Mr. Dondero answered that it was approximately 27 percent.

Chair Lawrence Weekly commented on the progressive environment at R&R's headquarters.

This was an information item. Not an action item.

ITEM 2. **World Travel Market – London, United Kingdom – November 6-8, 2017**

Ms. Tull requested the Board of Directors: 1) Approve an expenditure of \$265,000 for expenses associated with the LVCVA exhibiting at World Travel Market (WTM), November 6-8, 2017, in London, United Kingdom; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018	\$265,000	Estimated expenditure
	<u>(\$50,000)</u>	Estimated revenues from partner contributions
	\$215,000	Estimated net expenditure to LVCVA

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Approve an expenditure of \$265,000 for expenses associated with the LVCVA exhibiting at World Travel Market (WTM), November 6-8, 2017, in London, United Kingdom; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

- ITEM 3. **IBTM World – Barcelona – Barcelona, Spain – November 28-30, 2017**
Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$230,000 for expenses associated with the LVCVA exhibiting at IBTM World November 28-30, 2017, in Barcelona, Spain; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018 \$230,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Approve an estimated expenditure of \$230,000 for expenses associated with the LVCVA exhibiting at IBTM World November 28-30, 2017, in Barcelona, Spain; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

- ITEM 4. **Las Vegas Events – Event Approval - Laughlin - Toby Keith Concert – October 28, 2017**
Ms. Tull requested the Board of Directors approve the distribution of funds to Las Vegas Events (LVE) in the amount of \$100,000 to fund the October 28, 2017, Toby Keith Concert to be held at the Laughlin Event Center.

Fiscal Impact

FY 2018 \$100,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to approve the distribution of funds to LVE in the amount of \$100,000 to fund the October 28, 2017, Toby Keith Concert to be held at the Laughlin Event Center.

OPERATIONS DIVISION

- ITEM 5. **LVCCD Phase Two Expansion Design Competition Stipend**
Mr. Jicinsky requested the Board of Directors: 1) Approve the expenditure of a stipend amount not to exceed \$750,000 for distribution to no more than three competing Firms/Teams upon conclusion of the design competition for the Las Vegas Convention Center District (LVCCD) Phase Two Expansion Project; 2) Authorize the President/CEO to execute all appropriate documents; and 3) Authorize any residual unexpended balances from this agreement to revert to available funds for the LVCCD Project.

Fiscal Impact

FY 2018 \$750,000 Estimated expenditure

Chair Lawrence Weekly thanked Terry Miller, LVCVA Owner's Representative, for his efforts in the selection process and inquired about the selection of firms for the competition. Mr. Jicinsky elaborated on the process and timing of the selection. Chair Weekly also asked about the quiet period, to which Mr. Jicinsky outlined briefly.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Approve the expenditure of a stipend amount not to exceed \$750,000 for distribution to no more than three competing Firms/Teams upon conclusion of the design competition for the LVCCD Phase Two Expansion Project; 2) Authorize the President/CEO to execute all appropriate documents; and 3) Authorize any residual unexpended balances from this agreement to revert to available funds for the LVCCD Project.

GENERAL GOVERNMENT DIVISION

ITEM 6. **Customer Service Excellence Program**

Ms. Lacer requested the Board of Directors: 1) Approve an estimated expenditure of \$100,000 for the Las Vegas Metro Chamber of Commerce (Chamber) Customer Service Excellence Program for Fiscal Years 2018-2019; 2) Authorize the LVCVA President/CEO to execute the sponsorship contract; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018 \$100,000 Estimated expenditure

Member Kristin McMillan stated that she would abstain from voting, due to her direct relationship with the Chamber.

Member Gregory Lee disclosed that he served on the Chamber's Board of Directors and did not receive compensation, to which Mr. Puschnig confirmed that Member Lee could vote.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, with the exception of Member Kristin McMillan who abstained, to: 1) Approve an estimated expenditure of \$100,000 for the Las Vegas Metro Chamber of Commerce Customer Service Excellence Program for Fiscal Years 2018-2019; 2) Authorize the LVCVA President/CEO to execute the sponsorship contract; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Member Carolyn Goodman left the meeting at 11:13 a.m.

ITEM 7. **Contract #1862 – Bank of America Credit Card Services Extension**

Ms. Lacer requested the Board of Directors: 1) Award an extension of Contract #1862 to Bank of America N.A., Reno, Nevada, for the period of September 18, 2017, through September 17, 2018; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize the President/CEO to execute three (3) additional one (1) year extensions according to the proposal documents, if mutually agreed.

Fiscal Impact

FY 2018 \$100,000 Estimated revenue

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Award an extension of Contract #1862 to Bank of America N.A., Reno, Nevada, for the period of September 18, 2017, through September 17, 2018; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize the President/CEO to execute three (3) additional one (1) year extensions according to the proposal documents, if mutually agreed.

ITEM 8. **Quarterly Collection Allocation**

Ms. Lacer notified the Board of Directors that room tax collection allocation amounts for the fourth quarter of fiscal year 2017 is estimated to be \$4,538,328.

This was an information item. Not an action item.

ITEM 9. **Preliminary Revenue Results for Fiscal Year 2017**

Ms. Lacer presented information to the Board of Directors on unaudited estimated revenue results for the fiscal year ended on June 30, 2017 (FY 2017).

This was an information item. Not an action item.

ITEM 10. **Legal Counsel's Report and Recommendation(s)**

Mr. Puschnig informed the Board that in August 2017 the LVCVA was served with a lawsuit filed by a David Randle of Wake County, North Carolina, for allegedly being hit by a tradeshow aisle drape and supporting bar during a tradeshow in May 2014. The LVCVA has tendered the defense of this action to the general contractor, Freeman and Trade Productions, has not received an answer as of yet, but will vigorously defend the case and, if needed, utilize the LVCVA's insurance company.

This was an information item. Not an action item.

Chair Lawrence Weekly expressed his appreciation to the Board and public for their patience during the Compensation Committee presentation.

DIRECTORS' RECOGNITION

Member Peggy Leavitt thanked Rossi Ralenkotter, President/CEO, and the Executive team for the information she received at her Board Orientation on August 7.

Member Kristin McMillan congratulated LVCVA staff for their performance and success during FY 2017. Member McMillan also expressed her appreciation to the LVCVA for the partnership with the Chamber in the Customer Service Excellence Program and recognized audience members Greta Beck-Seidman, the Chamber's Associate Vice President of Marketing, and Lauren Stuart, the Chamber's CSE/Events Coordinator, for their efforts with the program.

Member Ricki Barlow announced that a special event will be held at the Zappos Corporate Office Theater on August 11 by Las Vegas Soccer LLC and USL. Member Barlow thanked Mr. Ralenkotter, the LVCVA, and the City of Las Vegas for their collaboration in coordinating USL's use of Cashman Field. Member Barlow also announced the Ward 5 Back-to-School & Community Fair on August 12 at Lorenzi Park.

Member Gregory Lee congratulated Mr. Ralenkotter and Mr. Puschnig for their accomplishments during FY 2017.

Chair Lawrence Weekly thanked Valarie Segarra, Executive Director of Strategic Initiatives, for her participation in the Summer Business Institute Government Day at the Clark County Government Center on August 4.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 11:29 a.m.

Respectfully submitted,

Date Approved: September 12, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair



**Policy Committee Meeting
Tuesday, August 8, 2017
Minutes**

The Policy Committee Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on August 8, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Policy Committee Members:

Present unless otherwise noted

Mayor John Lee, Committee Chair

Councilman John Marz

Ms. Kristin McMillan

Mr. Bill Noonan.....absent

Councilman George Rapson

Commissioner Lawrence Weekly

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO

Luke Puschnig, Esq., CEM, Legal Counsel

Rana Lacer, Chief Financial Officer

Jacqueline Peterson, Chief Communications & Public Affairs Officer

Cathy Tull, Senior Vice President of Marketing

Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES

Committee Chair John Lee called the meeting to order at 11:38 a.m. A quorum of the members was present at roll call.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

**APPROVAL OF
THE AGENDA
AND MINUTES**

Member Lawrence Weekly moved and it was carried by unanimous vote of the voting members present to approve the August 8, 2017, Policy Committee Meeting agenda and the January 12, 2016, Policy Committee Meeting minutes.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

ITEM A. Recommendation to Hire Piercy Bowler Taylor & Kern to Conduct an Evaluation of Board Policies Pursuant to Policy Committee Charter

Luke Puschnig, Legal Counsel, recommended that the Policy Committee of the LVCVA Board of Directors instruct the LVCVA staff to hire Piercy Bowler Taylor & Kern (PBTk) in the estimated amount of \$15,000 to review Board Policies.

Fiscal Impact

FY 2018 \$15,000 Estimated expenditure

Member Lawrence Weekly moved and it was carried by unanimous vote of the voting members present to approve staff's recommendation to instruct the LVCVA staff to hire Piercy Bowler Taylor & Kern in the estimated amount of \$15,000 to review Board Policies.

SET NEXT MEETING DATE

Chair John Lee stated that there would be more consistency in scheduling meetings of the Policy Committee. Chair Lee also suggested there be a potential Policy Committee Meeting in October and confirmed with Richard Bowler of PBTk that a review of the Board Policies would be completed by October, to which Mr. Bowler confirmed that it would.

DIRECTORS' RECOGNITION

There were no comments from the Directors.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Committee Chair John Lee adjourned the meeting at 11:41 a.m.

Respectfully submitted,

Date Approved: November 6, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

John Lee
Policy Committee Chair



**Regular Meeting of the Board of Directors
September 12, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on September 12, 2017, at Cashman Center, 850 Las Vegas Boulevard North, Las Vegas, NV 89101. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Board of Directors

Present unless otherwise noted

Commissioner Lawrence Weekly, Chair	Mayor Pro Tem Peggy Leavitt
Mr. Chuck Bowling, Vice Chair	Mr. Gregory Lee
Mr. Bill Noonan, Secretary	Mayor John Lee.....absent
Commissioner Larry Brown, Treasurer	Councilman John Marz
Councilman Ricki Y. Barlow	Ms. Kristin McMillan
Mayor Carolyn Goodman	Councilman George Rapson
Mr. Tom Jenkin.....absent	Mr. Maurice Wooden

LVCVA Executive Staff in Attendance	Rossi Ralenkotter, President/CEO
	Luke Puschnig, Esq., CEM, Legal Counsel
	Rana Lacer, Chief Financial Officer
	Jacqueline Peterson, Chief Communications & Public Affairs Officer
	Barbara Bolender, Chief Human Resources Officer
	Cathy Tull, Senior Vice President of Marketing
	Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 9:00 a.m. A quorum of the members was present at roll call. Chair Weekly and Rossi Ralenkotter, President/CEO, announced that this would be the last meeting held at Cashman Center and briefly discussed the future operations of the facility.

INVOCATION The invocation was delivered by Reverend Mary Bredlau of Grace in the Desert Episcopal Church.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

APPROVAL OF THE AGENDA AND MINUTES Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to approve the September 12, 2017, Regular Meeting of the Board of Directors agenda and the August 8, 2017, Regular Meeting of the Board of Directors minutes.

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED

Presentation by Applied Analysis: Economic Impact Series

Jeremy Aguero, Principal of Applied Analysis, presented an update entitled “Visitor Tax Contribution to Transportation.”

This was an information item. Not an action item.

Presentations by the Las Vegas Convention and Visitors Authority Staff

Barbara Bolender, Chief Human Resources Officer, recognized The Association Convention & Facilities Magazine feature on safety in July 2017 spotlighting Ray Suppe, Executive Director of Customer Safety. Ms. Bolender congratulated Mr. Suppe for his expertise that was highlighted on the cover of the July magazine.

Terry Jicinsky, Senior Vice President of Operations, also congratulated Mr. Suppe for his contributions to the LVCVA and the community. Mr. Jicinsky delivered a video presentation on the following operations highlights:

- Brick Fest Live! – September 9-10
- ISSA/INTERCLEAN – September 11-14
- Las Vegas Souvenir & Resort Gift Show – September 13-16
- Mr. Olympia – September 14-17
- PACK EXPO – September 25-27

Mr. Jicinsky also discussed the success of the 2017 Las Vegas 51s baseball season, as well as the 35th anniversary of the team, and thanked the Cashman Center staff for their efforts. Mr. Jicinsky went on to describe the specifics of the Las Vegas Lights Football Club’s use of Cashman Center. Mr. Jicinsky also recognized Member Larry Brown’s baseball career with the former Las Vegas Stars.

Cathy Tull, Senior Vice President of Marketing, delivered a video presentation on the following marketing highlights:

- El Grito – September 15-18
- Championship Bull Riding in Laughlin – September 9
- Life is Beautiful – September 22-24
- NASCAR Camping World Truck Series – September 30
- Airline Updates:
 - Allegiant Air begins twice weekly service to Louisville, Kentucky, from Las Vegas in November
 - Spirit Airlines begins daily service to Newark, New Jersey, from Las Vegas in November
 - Hawaiian Airlines begins seasonal daily service in December, transitioned into once weekly service in January 2018 from Honolulu, Hawaii, to Las Vegas
 - Southwest Airlines begins new daily service to Minneapolis, Minnesota, from Las Vegas in March 2018.
- Marketing Initiatives
 - Paper Magazine’s Las Vegas issues
 - Good Morning America’s *Insider’s Guide to Las Vegas* segment on August 30
 - *What Happens Here Stays Here* newest installment

Rana Lacer, Chief Financial Officer, discussed the independent audit engagement for fiscal year (FY) 2017 and announced the Audit Committee meeting scheduled for October 24.

Jacqueline Peterson, Chief Communications & Public Affairs Officer, recognized the Las Vegas News Bureau exhibition at the Clark County Library and the responses from the media and public.

Mr. Ralenkotter provided a retrospective of the history of Cashman Center noting past events, shows, and sports engagements.

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1. **Fiscal Year 2018 Marketing Preview**

Ms. Tull introduced a forward-looking marketing preview for FY 2018.

Mr. Ralenkotter outlined the future of the LVCVA marketing and advertising with R&R Partners (R&R).

Ms. Tull highlighted the team effort on the marketing and sales strategies of the LVCVA and introduced Rob Dondero, Executive Vice President of R&R.

Mr. Dondero delivered a video presentation elaborating on the future LVCVA marketing plan.

Billy Vassiliadis, Chief Executive Officer of R&R, emphasized the importance of marketing in “real time” as well as digital marketing.

Member Carolyn Goodman asked Mr. Vassiliadis if any marketing campaigns were focused on high-spending groups rather than “bargain-hunters” and inquired about luxury vacation seekers. Mr. Vassiliadis discussed marketing efforts focused on “bargain-hunters” as well as high-spenders and elaborated on various marketing tools.

Member Gregory Lee complimented R&R’s video presentation and expressed his interest in learning more about the targeted marketing efforts for various demographics of travelers, to which Mr. Vassiliadis invited the Board to visit R&R’s headquarters.

Member Ricki Barlow discussed the importance of offering unique experiences to visitors and applauded Mr. Vassiliadis for “staying ahead of the curve” in R&R’s marketing efforts.

Member John Marz applauded the efforts of R&R and discussed the tracking abilities of digital media, as well as the relevance of traditional media usage. Mr. Vassiliadis elaborated on the diversity of visitors to Las Vegas.

Secretary Bill Noonan also complimented R&R’s presentation and offered his appreciation to Mr. Vassiliadis for his efforts with the construction-manager-at-risk (CMAR) legislation at the Nevada Legislative Session.

Member Kristin McMillan said it was a “mind-blowing presentation” and asked Mr. Vassiliadis what the biggest marketing challenges were as a result of international politics. Mr. Vassiliadis answered that vigilance and real-time information on politics and economics were constantly monitored. Mr. Vassiliadis also expanded on international marketing efforts, specifically in Asia. Member McMillan asked Mr. Vassiliadis what topics should be discussed in Washington, D.C., in relation to international visitation, to which Mr. Vassiliadis answered “promoting the American brand worldwide.”

Member Maurice Wooden elaborated on the importance of delivering on the promise of a Las Vegas experience, to which Mr. Vassiliadis added that there was a 90 percent customer satisfaction from first time visitors.

Vice Chair Chuck Bowling congratulated Mr. Vassiliadis and the R&R staff on their success and requested yearly metrics be provided to the Board.

Chair Lawrence Weekly thanked R&R for the presentation and added that the information was important for the community to understand. Mr. Vassiliadis said he “would love for [Chairman Weekly] to meet the [R&R] team personally.”

This was an information item. Not an action item.

ITEM 2. **Expo! Expo! Annual Meeting and Exhibition 2017 – San Antonio, TX – November 28-30, 2017**

Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$196,600 for expenses associated with the LVCVA exhibiting at the International Association of Exhibition and Events (IAEE) Expo! Expo! Annual Meeting and Exhibition November 28-30, 2017, in San Antonio, TX; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Chair Lawrence Weekly commented on the collaborative efforts of the resort partners to showcase the Las Vegas brand collectively.

Fiscal Impact

FY 2018 \$196,600 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Approve an estimated expenditure of \$196,600 for expenses associated with the LVCVA exhibiting at the International Association of Exhibition and Events (IAEE) Expo! Expo! Annual Meeting and Exhibition November 28-30, 2017, in San Antonio, TX; 2) Authorize the President/CEO to sign and execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

OPERATIONS DIVISION

ITEM 3. **Emergency Notification System Upgrade Contract #18-4491**

Mr. Jicinsky requested the Board of Directors: 1) Award Contract #18-4491, Emergency Notification System Upgrade to Simplex Grinnell LP of Las Vegas, Nevada, in the estimated amount of \$1,902,015; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

Fiscal Impact

FY 2018 \$1,902,015 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Award Contract #18-4491, Emergency Notification System Upgrade to Simplex Grinnell LP of Las Vegas, Nevada, in the estimated amount of \$1,902,015; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

GENERAL GOVERNMENT DIVISION

- ITEM 4. **LVCVA and Service Employees International Union Labor Agreement**
Ms. Bolender recommended that the LVCVA Board of Directors hold a public hearing and:
1) Approve a modification to the 2013 Collective Bargaining Agreement with the Service Employees International Union (SEIU); and 2) Authorize the Chief Human Resources Officer to sign any related contract documents.

Fiscal Impact

FY 2018	None	
FY 2019	\$350,000	Estimated expenditure

Open Public Hearing

Chair Lawrence Weekly opened the Public Hearing.

There were no discussions by the public.

Close Public Hearing

Chair Weekly closed the Public Hearing.

Member Ricki Barlow asked if personal time off (PTO) included sick time, to which Ms. Bolender stated that PTO “encompasses all paid time off.”

Member Kristin McMillan inquired if the LVCVA had acquired an opinion on potential consequences of the agreement, to which Luke Puschnig, Legal Counsel, answered that an opinion was obtained to ensure federal law was triggered.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present to: 1) Approve a modification to the 2013 Collective Bargaining Agreement with the Service Employees International Union (SEIU); and 2) Authorize the Chief Human Resources Officer to sign any related contract documents.

- ITEM 5. **Voluntary Separation Program**
Ms. Bolender requested the Board of Directors approve a proposed Voluntary Separation Program.

Fiscal Impact

FY 2018	(\$282,000)	Estimated expenditure for buyouts
	<u>\$655,000</u>	Estimated salary & benefit savings
	\$373,000	Estimated net savings

FY 2019	\$1,400,000	Estimated salary & benefit savings
---------	-------------	------------------------------------

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to approve the proposed Voluntary Separation Program.

- ITEM 6. **Additional Funding Request for NDOT Project Phase III Tropicana ADA Improvements**
Ms. Lacer requested the Board of Directors: 1) Approve funding for an increase to Nevada Department of Transportation (NDOT) project: Phase III Tropicana “Americans with Disabilities Act” (ADA) Improvements, in the amount not to exceed \$200,000; and 2) Authorize the President/CEO to execute the contract documents.

Fiscal Impact

FY 2018	\$200,000	Estimated expenditure
---------	-----------	-----------------------

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present to: 1) Approve funding for an increase to Nevada Department of Transportation (NDOT) project: Phase III Tropicana “Americans with Disabilities Act” (ADA) Improvements, in the amount not to exceed \$200,000; and 2) Authorize the President/CEO to execute the contract documents.

ITEM 7. **Legal Counsel’s Report and Recommendation(s)**

Mr. Puschnig informed the Board that on or about August 28, 2017, the LVCVA was dismissed from a lawsuit filed on behalf of a Masoumeh Afshar for injuries allegedly suffered at the June 2014 Esthetics trade show. The tender was ignored by the lessee and will be addressed in further leases with the customer.

This was an information item. Not an action item.

COMMITTEES

ITEM 8. **Policy Committee Report**

The Policy Committee met on August 8, 2017, to discuss item A.

Committee Member Lawrence Weekly presented a report to the Board of Directors for item A.

Item A. Recommendation to Hire Piercy Bowler Taylor & Kern to Conduct an Evaluation of Board Policies Pursuant to Policy Committee Charter

This was an information item. Not an action item.

DIRECTORS’ RECOGNITION

Member Peggy Leavitt discussed fall events in Boulder City, specifically the Wurstfest on September 30 and Art in the Park on October 7-8.

Member Carolyn Goodman recognized the 60th anniversary of the University of Nevada, Las Vegas (UNLV), as well as the Downtown Loop free shuttle service. Member Goodman also discussed the impact of Hurricanes Harvey and Irma, as well as relief efforts, and encouraged members of the Board and public to contribute to reputable aid organizations.

Chair Lawrence Weekly noted that the Miami Central High School football team had been stranded in Las Vegas after their game against Bishop Gorman High School on September 8 due to the aftermath of Hurricane Irma and recognized the Las Vegas community’s outreach and support.

Member Maurice Wooden announced that on December 17 the Wynn Golf Club would close and stated that announcements would be made in the coming months regarding new project plans. Chair Weekly thanked McCarran International Airport staff for hosting a dinner overlooking the golf course for the Boyd Group International Aviation Forecast Summit on August 27.

Member Kristin McMillan discussed the launch of the Las Vegas Metro Chamber of Commerce’s new social media show *Like Nobody’s Business* and recognized the participation of Member Goodman and Mr. Ralenkotter.

Member John Marz stated that the Legacy Golf Club in Henderson would reopen.

Member Ricki Barlow reminded members of the Board and audience of Life is Beautiful on September 22-24 in Downtown Las Vegas. Member Barlow also encouraged the purchasing of United Soccer League tickets for next season.

Member Gregory Lee discussed investments in the sports market in Mesquite. Member Lee also recognized UNLV's partnership to "enhance the brand in Mesquite" and noted the UNLV versus Southern Utah University women's volleyball game on August 14 and future UNLV sports programs at the Rising Star Sports Ranch Resort.

Secretary Bill Noonan also advocated participation at Life is Beautiful.

Chair Weekly encouraged public comments and opinions be expressed to local and state officials in relation to marijuana consumption lounges.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Jon Astor White, President/CEO of Las Vegas Entertainment & Sports Television, announced the National Association for the Advancement of Colored People (NAACP) Freedom Fund Banquet on October 14 at Texas Station and provided ticket purchasing information.

Ed Uehling expressed his concerns related to production, projected increased international visitation, and wedding marketing efforts.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 10:51 a.m.

Respectfully submitted,

Date Approved: October 10, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair



**Regular Meeting of the Board of Directors
October 10, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on October 10, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Board of Directors

Present unless otherwise noted

Commissioner Lawrence Weekly, Chair	Mayor Pro Tem Peggy Leavitt
Mr. Chuck Bowling, Vice Chair	Mr. Gregory Lee
Mr. Bill Noonan, Secretary	Mayor John Lee
Commissioner Larry Brown, Treasurer	Councilman John Marz..... <i>via telephone</i>
Councilman Ricki Y. Barlow..... <i>via telephone</i>	Ms. Kristin McMillan
Mayor Carolyn Goodman	Councilman George Rapson..... <i>via telephone</i>
Mr. Tom Jenkin	Mr. Maurice Wooden

LVCVA Executive Staff in Attendance	Rossi Ralenkotter, President/CEO
	Luke Puschnig, Esq., CEM, Legal Counsel
	Rana Lacer, Chief Financial Officer
	Jacqueline Peterson, Chief Communications & Public Affairs Officer
	Barbara Bolender, Chief Human Resources Officer
	Cathy Tull, Senior Vice President of Marketing
	Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 9:08 a.m. A quorum of the members was present at roll call, including Members Ricki Barlow, John Marz, and George Rapson via telephone.

INVOCATION The invocation was delivered by Mary Lou Anderson, Spiritual Activist and Board Member of the Interfaith Council of Southern Nevada.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Senator Kelvin Atkinson expressed his gratitude to Chair Lawrence Weekly and the LVCVA for their community support and the #VegasStrong message.

J.D. Calhoun, Business Developer of Müller Construction, discussed his interest in the the Las Vegas Convention Center District (LVCCD) expansion and renovation project, expressed the need for diversity in the LVCVA procurement process, and shared his gratitude towards Chair Weekly and Member John Lee for their contributions to minority-owned and small business participation in community projects.

Ed Uehling expressed his dismay in the summary of his comments in the minutes of the September 12 Regular Meeting of the Board of Directors. Mr. Uehling suggested further elaboration on the content of his comments and said he felt the public deserved to have their concerns expressed in the minutes. Mr. Uehling also congratulated Billy Vassiliadis, CEO of R&R Partners, and the Board for their #VegasStrong messaging campaign.

Chair Weekly responded with his appreciation to Mr. Uehling and members of the public actively involved in local government. Rossi Ralenkotter, President/CEO, added that the minutes were meant to be a summary of the comments made at each meeting and that Mr. Uehling was welcome to submit written comments to be included in the minutes.

Ken Evans, President of the Urban Chamber of Commerce, thanked Chair Weekly for his leadership and support of diversity and inclusion in local projects. Mr. Evans also thanked Terry Jicinsky, Senior Vice President of Operations, Terry Miller, LVCVA Owner's Representative, and Randall Walker, LVCVA Consultant, for their involvement in policy changes supporting diversity and inclusion in local projects. Mr. Evans also encouraged the LVCVA to utilize the Urban Chamber of Commerce as a resource in the LVCCD expansion and renovation project.

Shaundell Newsome, Founder & Visionary of Sumnu Marketing, also thanked Chair Weekly for his leadership and support of local minority and small business owners, as well as Senator Atkinson. Mr. Newsome discussed Sumnu Marketing's achievements, thanked MGM International for the nomination of National Minority Supplier Development Council's Supplier of the Year in the Western region award, discussed legislative initiatives that have helped local minority-owned and small businesses, and expressed his hope for diversity and inclusion in the future.

Peter Guzman, President of the Latin Chamber of Commerce, expressed his appreciation to the Board members, Chair Weekly, and Mr. Ralenkotter for their efforts in the community. Mr. Guzman also thanked Don Logan, President/COO of the Las Vegas 51s, and staff at Cashman Center for the success of the Mexican Baseball Fiesta at Cashman Field.

**APPROVAL OF
THE AGENDA
AND MINUTES**

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Members Ricki Barlow and George Rapson via telephone, to approve the October 10, 2017, Regular Meeting of the Board of Directors agenda and the September 12, 2017, Regular Meeting of the Board of Directors minutes.

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED

Presentation by Las Vegas Convention and Visitors Authority Chairman of the Board

Chair Lawrence Weekly expressed his gratitude for the efforts of the Las Vegas community and its leaders for their outreach and support after the events of October 1 and recognized Jim Murren, Chairman & CEO of MGM Resorts International, and Congresswoman Dina Titus for joining him in welcoming the National Business Aviation Association (NBAA) Business Aviation Convention & Exhibition.

Chair Weekly asked for a moment of silence, provided his remarks about the events on October 1, and recognized the numerous heroes including first responders, volunteers, and Jesus Campos, Security Guard at Mandalay Bay. Chair Weekly also recognized Vice Chair Chuck Bowling for his leadership and strength.

Vice Chair Bowling commented on the events of October 1 and stated, "On behalf of every member of Mandalay Bay, I want to express a profound gratitude to everyone across this Las Vegas Valley." Vice Chair Bowling elaborated on the hospitality and strength of the Las Vegas community and recognized the efforts of local leaders.

Chair Weekly also thanked Member John Lee and Member Carolyn Goodman for their leadership. Chair Weekly presented a video messaging #VegasStrong, expressed his appreciation to Andre Agassi for his involvement with the video, and outlined the tireless efforts of the community volunteers, as well as the efforts of Las Vegas Metropolitan Police Department's Sheriff Joseph Lombardo, Commissioner Steve Sisolak, Mr. Ralenkotter, and staff.

Mr. Ralenkotter discussed the LVCVA's active involvement in the community efforts after the events of October 1 and presented a video outlining the response timeline.

Mr. Ralenkotter discussed the unity of the Las Vegas community and the #VegasStrong message to the world. He also recognized Mr. Vassiliadis, R&R Partners, and LVCVA staff.

This was an information item. Not an action item.

Presentation by U.S. Travel Association President and CEO

Cathy Tull, Senior Vice President of Marketing, introduced Roger Dow, U.S. Travel Association President and CEO, who discussed the strength of the response of Las Vegas and the importance of messaging to the industry and the world.

This was an information item. Not an action item.

Presentations by the Las Vegas Convention and Visitors Authority Staff

Ms. Tull delivered a video presentation on IMEX America on October 10-12 and introduced Carina Bauer, IMEX Group CEO.

Ms. Bauer discussed the positive response and communication efforts of Las Vegas throughout the trade show community after the events of October 1. Ms. Bauer also expressed her excitement to be in Las Vegas for IMEX America.

Chair Weekly thanked Ms. Bauer and wished IMEX America success.

Vice Chair Bowling thanked Mr. Dow and Ms. Bauer for their efforts and presence in Las Vegas and encouraged local leisure engagement throughout the community to showcase the readiness of Las Vegas to offer leisure and business to the world.

Chair Weekly called for a ten-minute recess.

Chair Weekly called the meeting back to order at 10:21 a.m.

Terry Jicinsky, Senior Vice President of Operations, delivered a video presentation on the following operations highlights:

- NBAA Business Aviation Convention & Exhibition – October 10-12
- ABC Kids Expo – October 17-19
- SEMA – October 31-November 3
- Wedding MBA Convention – October 3-4
- Metalcon International – October 18-20
- HMP Communications, LLC (EMS) Expo – October 18-20
- World Global Network Corporation Continental Convention – October 21-22

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1. **Naming Rights and Marketing Agreement for the “Las Vegas Ballpark”**

Ms. Tull requested the Board of Directors: 1) Approve the agreement with Clark County Las Vegas Stadium LLC (Company), providing for the LVCVA exclusive right to name the Las Vegas Ballpark and the specific related rights to marketing, promotional, signage; and other entitlements; 2) Approve the annual expenditure of \$4 million annually over the twenty-year term; 3) Authorize the President/CEO to execute the agreement and all related documents; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2019	\$ 4,000,000	General Fund Expenditure – Annual
FY 2020 – FY2038	\$76,000,000	General Fund Expenditure – Cumulative

Ms. Tull recognized Don Logan, President/COO of the Las Vegas 51s, Peter Riley, the Howard Hughes Corporation General Counsel, Tom Warden, the Howard Hughes Corporation Senior Vice President of Community and Government Relations, and former Major League Baseball (MLB) players in the audience.

Ms. Tull and Rana Lacer, Chief Financial Officer, outlined the details of the proposed agreement and presented a video statement from Branch Rickey III, President of the Pacific Coast League.

Mr. Ralenkotter outlined the responsibility of the LVCVA in the community as it related to professional sports.

Treasurer Larry Brown disclosed his employment with the Las Vegas 51s and announced his abstention from voting on item 1.

Member Maurice Wooden requested Mr. Ralenkotter to elaborate on the fair and recreation responsibility of the LVCVA, to which Mr. Ralenkotter provided the history and original intent of the Fair and Recreation Board. Member Wooden asked Ms. Lacer to clarify the financial value of naming rights, to which Ms. Lacer described the value established in the proposed agreement. Ms. Tull added further details on the value of media exposure and advertising. Mr. Ralenkotter discussed the impact of baseball events on the destination’s total room nights.

Member Kristin McMillan inquired about total media value, to which Ms. Tull answered, “Approximately \$1.8 million would fall into the bucket of stadium assets as a media exposure exclusively.” Member McMillan asked Mr. Ralenkotter if the original intent of the Fair and Recreation Board was still relevant. Mr. Ralenkotter discussed the evolution of the LVCVA and the relevance of the original mission for the organization. Member McMillan also commented on the return on investment, the benefits of the proposed agreement, and asked what the major risks of the agreement were as well as potential conflicts with other sponsors. Luke Puschnig, Legal Counsel, outlined the proposed agreement language in relation to mitigating risk and read specific language from the proposed agreement. Ms. Lacer and Ms. Tull offered additional information about the specifics of the agreement in relation to mitigating risk and ensuring branding rights. Mr. Ralenkotter added that specific advertising would be sensitive to a family environment.

Member McMillan inquired about the Las Vegas 51s standards relating to advertising and sponsorship as well as national standards of Minor League Baseball (MiLB) and MLB. Mr. Logan discussed the conservative standards and obligations of the Las Vegas 51s, MiLB, and MLB in relation to advertising and behavior in the ballpark.

Member John Lee expressed his concerns and lack of support for the proposed agreement and discussed alternative uses of the funds in the community. Member John Lee stated, "I don't think as [North Las Vegas'] leader that this is a very good and responsible thing to do."

Secretary Bill Noonan inquired about the player development contract with the MLB and the attractiveness of a new facility, to which Mr. Logan summarized the process of player development contracts and the desirability of Las Vegas and a new facility. Secretary Noonan commended staff at Cashman Center and asked about the LVCVA's role in redressing any issues in the operation of the stadium, to which Mr. Logan explained the LVCVA's obligations outlined in the proposed agreement. Secretary Noonan expressed his support of the proposed agreement, the positive impact it would have on room tax, and the importance of MiLB's presence in Las Vegas.

Member George Rapson echoed Secretary Noonan's comments and support of the proposed agreement.

Member Carolyn Goodman expressed her support of the presence of baseball in the community and discussed the use of Cashman Center, the potential of a new facility, and negotiations with the Las Vegas 51s. Member Goodman went on to discuss the Las Vegas 51s move from a facility in the City of Las Vegas to a proposed facility in Unincorporated Clark County and stated, "We didn't feel at the City [of Las Vegas] we could participate [in new facility discussions] because the new club was going to move to the County and we couldn't in good faith take city tax-payer dollars and put them in the County justifiably so."

Member Goodman also voiced her support of the LVCCD expansion project, but expressed her concerns about the LVCVA's obligations and potential losses at a new MiLB facility. Ms. Lacer clarified that the LVCVA would not have operating responsibilities nor ownership of a new facility and elaborated on mitigated risks as stated in the proposed agreement. Mr. Logan discussed the indemnification procedure stated in the proposed agreement relieving the LVCVA of further obligations if MiLB no longer utilized the facility. Member Goodman and Mr. Logan also discussed territorial rights of affiliated baseball teams within markets. Member Goodman inquired about the branding of the Las Vegas 51s, to which Mr. Logan stated that "Las Vegas" would always be a part of the team name.

Ms. Lacer discussed the Southern Nevada Tourism Infrastructure Committee's review of the LVCVA's core mission and financial contributions to the community.

Member Goodman commented on the success and leadership of the LVCVA Board, Mr. Ralenkotter, and staff and expressed her dismay of the criticism from the Las Vegas Review Journal. Member Goodman stated, "This is the most incredible body in the entire country. The proof's been in the pudding and that we have even gone to defend ourselves or hired anybody to placate the accusations there, to me are embarrassing and wrong." She went on to voice concerns with the proposed agreement, stressed the importance of making an informed decision, and stated that due to her various questions she would abstain from voting.

Member Tom Jenkin discussed the importance of professional sports in the community, the potential for MLB in Las Vegas' future, and the LVCVA's responsibility to the community. Member Jenkin expressed his support of a new facility and the LVCVA's involvement as outlined in the proposed agreement.

Vice Chair Chuck Bowling said he appreciated the comments and questions from the Board. Vice Chair Bowling discussed the reasons for his support of the proposed agreement in relationship to the core mission of the LVCVA, Las Vegas' relationship with MiLB and MLB, the "responsible look at our financing," and the LVCVA's role as a marketing organization.

Vice Chair Bowling made a motion to approve item 1.

Vice Chair Bowling left the meeting at 11:40 a.m.

Chair Lawrence Weekly discussed the magnitude of the proposed agreement and the significance of professional baseball in the community. Chair Weekly reflected on his initial hesitation towards the proposed agreement, commended Mr. Logan for the values reflected by the Las Vegas 51s and MiLB and their role in the community, and reflected on Mr. Rickey's impact on American baseball. Chair Weekly also commented on the fair and recreation responsibilities of the LVCVA.

Member Ricki Barlow voiced his support of baseball in the community and said that he would have liked more opportunities for the involvement of inner city youth in Las Vegas 51s' programs. Member Barlow asked the total cost of building the new facility, to which Mr. Riley outlined the hard and soft costs of approximately \$150 million for the construction of a new facility as well as the investment of the Howard Hughes Corporation. Mr. Riley elaborated on the significance of a new facility in Summerlin.

Member Barlow inquired about the LVCVA's marketing contributions to the Las Vegas Raiders and Vegas Golden Knights, as well as the Raider's marketing contributions to Las Vegas. Mr. Ralenkotter discussed the room tax contributions for a National Football League (NFL) stadium, the Oakland Raider's outreach after the events of October 1, and marketing opportunities with local professional sports teams. Ms. Tull also discussed a marketing agreement with the Vegas Golden Knights. Mr. Ralenkotter also made mention to the LVCVA's sponsorship agreement with NASCAR and its value for the Las Vegas brand. Member Barlow inquired about the annual cost of the proposed agreement, the annual loss at Cashman Center, and the existence of exit strategies in the proposed agreement. Ms. Lacer outlined the LVCVA's annual losses at Cashman Center and stipulations within the proposed agreement relating to funding and risk mitigation.

Vice Chair Chuck Bowling moved and it was carried, with the following votes from the Board:

Chair Lawrence Weekly – aye

Secretary Bill Noonan – aye

Treasurer Larry Brown – abstain

Member Ricki Barlow – nay via telephone

Member Carolyn Goodman – abstain

Member Tom Jenkin – aye

Member Peggy Leavitt – aye

Member Gregory Lee – aye

Member John Lee – nay

Member Kristin McMillan – aye

Member George Rapson – aye via telephone

Member Maurice Wooden – aye

to: 1) Approve the agreement with Clark County Las Vegas Stadium LLC (Company), providing for the LVCVA exclusive right to name the Las Vegas Ballpark and the specific related rights to marketing, promotional, signage; and other entitlements; 2) Approve the annual expenditure of \$4 million annually over the twenty-year term; 3) Authorize the President/CEO to execute the agreement and all related documents; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 2. **Las Vegas Events – Event Approval – Fremont Street Experience Downtown Hoedown – Las Vegas, NV – December 6, 2017**

Ms. Tull requested the Board of Directors approve the distribution of funds to Las Vegas Events (LVE) in the amount of \$125,000 to fund the Fremont Street Experience Downtown Hoedown, December 6, 2017.

Fiscal Impact

FY 2018 \$125,000 Estimated Expenditure

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Members Ricki Barlow and George Rapson via telephone, to approve the distribution of funds to Las Vegas Events (LVE) in the amount of \$125,000 to fund the Fremont Street Experience Downtown Hoedown, December 6, 2017.

ITEM 3. **Las Vegas Events Update**

Pat Christenson, President of LVE, presented a comprehensive recap of FY 2018 first quarter activities and preview of second quarter activities to the LVCVA Board of Directors.

Member Peggy Leavitt commented, "My goal is to see Boulder City on this list at some point."

This was an information item. Not an action item.

GENERAL GOVERNMENT DIVISION

ITEM 4. **Clark County Self-Funded Health Benefits Plan 2018**

Barbara Bolender, Chief Human Resources Officer, requested the Board of Directors approve the changes to the Clark County Self-Funded Health Benefits Plan, effective January 1, 2018.

Fiscal Impact

CY 2018 \$4,175,000 Estimated expenditure

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Members Ricki Barlow and George Rapson via telephone, to approve the changes to the Clark County Self-Funded Health Benefits Plan, effective January 1, 2018.

ITEM 5. **Health Plan of Nevada Contract Agreement**

Ms. Bolender requested the Board of Directors approve the contract with Health Plan of Nevada (HPN) for the 2018 calendar year.

Fiscal Impact

CY 2018 \$1,966,000 Estimated expenditure

Member Carolyn Goodman stated that if allowed in the future, out-of-state health plans should be considered to encourage competitive pricing.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Members Ricki Barlow and George Rapson via telephone, to approve the contract with Health Plan of Nevada (HPN) for the 2018 calendar year.

ITEM 6. **2017 General Obligation Refunding Bond Sale Resolution**

Ms. Lacer informed the Board that they may vote on items 6-8 combined.

Ed Finger, Senior Vice President of Finance, requested the Board of Directors: 1) Approve and adopt the 2017 Sale Resolution authorizing the sale of general obligation refunding bonds of the LVCVA in the maximum principal amount of \$141,705,000; 2) Authorize the Chair of the Board to sign the Resolution; 3) Request the Debt Management Commission to approve the finding that the available revenues to be received by the LVCVA will at least equal the amount necessary in each year for the payment of interest on and the principal of the refunding bonds, and no increase in the Clark County ad valorem tax is anticipated to be necessary for the payment of the refunding bonds; 4) Authorize the President/CEO or the Chief Financial Officer to arrange for the sale of the bonds and to execute agreements for issuance costs; and 5) Provide for authorization for all other matters relating thereto as defined in the Resolution.

Fiscal Impact

FY 2018 \$475,000 Estimated expenditures for costs of issuance

ITEM 7. **2017 Bond Sale Resolution Revenue Refunding Bonds**

Mr. Finger requested the Board of Directors: 1) Approve and adopt the 2017 Bond Sale Resolution providing for the issuance of LVCVA, Nevada Revenue Refunding Bonds, Series 2017 in the maximum principal amount of \$80,000,000; 2) Authorize the Chair of the Board to sign the Resolution; 3) Authorize the President/CEO or the Chief Financial Officer to arrange for the sale of the bonds and to execute agreements for issuance costs; and 4) Provide for authorization for all other matters relating thereto as defined in the Resolution.

Fiscal Impact

FY 2018 \$350,000 Estimated expenditures for costs of issuance

ITEM 8. **2018 General Obligation Bond Resolution**

Mr. Finger requested the Board of Directors: 1) Approve and adopt the 2018 Bond Resolution authorizing the issuance of the Clark County, Nevada, General Obligation (Limited Tax) LVCVA Convention Center Expansion Bonds (Additionally Secured With Pledged Revenues) Series 2018 in the maximum principal amount of \$400,000,000; 2) Authorize the Chair of the Board to sign the Resolution; 3) Authorize the President/CEO or the Chief Financial Officer to arrange for the sale of the bonds and to execute agreements for issuance costs; and 4) Provide for authorization for all other matters relating thereto as defined in the Resolution.

Fiscal Impact

FY 2018 \$1,500,000 Estimated expenditures for costs of issuance

Secretary Bill Noonan stated that he was briefed thoroughly on items 6-8.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Members Ricki Barlow and George Rapson via telephone, to combine and approve items 6-8 as presented by staff.

ITEM 9. **Brownstein, Hyatt, Farber & Schreck Extension of Contract #4293 Federal Government Relations Representative**

Jacqueline Peterson, Chief Communications and Public Affairs Officer, requested the Board of Directors: 1) Award a sixty-day extension of Contract #4293 to Brownstein, Hyatt, Farber & Schreck, in an estimated amount not to exceed \$30,000; for the period of October 11, 2017, through December 12, 2017; 2) Authorize the President/CEO to execute the necessary documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018 \$30,000 Estimated expenditure

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Members Ricki Barlow and George Rapson via telephone, to: 1) Award a sixty-day extension of Contract #4293 to Brownstein, Hyatt, Farber & Schreck, in an estimated amount not to exceed \$30,000; for the period of October 11, 2017, through December 12, 2017; 2) Authorize the President/CEO to execute the necessary documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 10. **Legal Counsel's Report and Recommendation(s)**

There were no new legal items to report.

This was an information item. Not an action item.

DIRECTORS' RECOGNITION

Member Ricki Barlow thanked the community for the support and efforts after the events of October 1 and thanked the Board for the ability to participate via telephone.

Member John Lee requested staff provide further discussions and assistance for local businesses in the community to ensure communication and promote opportunities.

Secretary Bill Noonan recognized Rob Dondero, Executive Vice President of R&R Partners, and R&R Partners staff for their efforts and dedication.

Member Kristin McMillan said that she echoed the heart-felt sentiments and said "Go Vegas Golden Knights!"

Member Carolyn Goodman recognized the outreach from individuals around the country after the events of October 1, including Governor Dannel Malloy, Mayor Buddy Dyer, and Mayor Marty Walsh. Member Goodman also discussed the community efforts, President Donald Trump's support, the benefits of the US Department of Homeland Security's Federal Emergency Management Agency training resources, and her gratitude for being a part of the Las Vegas community.

Member Peggy Leavitt expressed her appreciation to Member Goodman for her leadership and to the LVCVA and R&R Partners for their efforts.

Chair Lawrence Weekly thanked Mr. Ralenkotter, LVCVA staff, and R&R Partners for their efforts and recognized the NBAA Business Aviation Convention & Exhibition and IMEX America. Chair Weekly also thanked McCarran International Airport for the continued hospitality to visitors.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 12:23 p.m.

Respectfully submitted,

Date Approved: November 14, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair



**Audit Committee Meeting
October 24, 2017
Minutes**

The Audit Committee Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on October 24, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Audit Committee Members:

Present unless otherwise noted.

Mr. Bill Noonan, Committee Chair

Mr. Tom Jenkin.....absent

Mayor Pro Tem Peggy Leavitt.....via telephone

Mr. Gregory Lee

Commissioner Lawrence Weekly

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO.....via telephone
Rana Lacer, Chief Financial Officer
Barbara Bolender, Chief Human Resources Officer
Jacqueline Peterson, Chief Communications Officer
Cathy Tull, Senior Vice President of Marketing
Terry Jicinsky, Senior Vice President of Operations
Luke Puschnig, Esq., CEM, Legal Counsel

OPENING CEREMONIES

Chair Bill Noonan called the meeting to order at 1:00 p.m. A quorum of the members was present at roll call, including Member Peggy Leavitt via telephone.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

**APPROVAL OF
THE AGENDA
AND MINUTES**

Member Gregory Lee moved and it was carried by unanimous vote of the voting members present, including Member Peggy Leavitt via telephone, to approve the October 24, 2017, Audit Committee Meeting agenda. Member Weekly also moved and it was carried by unanimous vote of the voting members present, with the exception of Member Leavitt via telephone who abstained, to approve the February 14, 2017, Audit Committee Meeting minutes.

Chair Bill Noonan recognized Robert Chisel, Director of Finance of the Reno Convention and Visitors Authority, in the audience and welcomed him to the Audit Committee Meeting. Chair Noonan also announced the resignation of Michael Bond, former Director of Internal Audit, wished Mr. Bond well in his future career, and thanked him for his contributions to the LVCVA. Chair Noonan introduced Jerry Carroll, Interim Internal Audit Manager, stated Mr. Carroll's experience, and expressed his gratitude to Mr. Carroll for assisting the Internal Audit Department.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

ITEM A. **Internal Auditor’s Report**

Mr. Carroll expressed his appreciation for the opportunity to work with Member Lawrence Weekly on the Audit Committee. Mr. Carroll delivered a PowerPoint presentation updating the Committee on Internal Audit activities.

Chair Bill Noonan recognized the participation of Rossi Ralenkotter, President/CEO, via telephone.

Member Lawrence Weekly inquired about the various audit levels and the color chart for audit risks, to which Mr. Carroll outlined. Member Weekly also inquired about the total number of audits the Internal Audit Department had conducted for FY 2017. Mr. Carroll explained there had been 30 total audits conducted by the Internal Audit Department and stated almost all of the 30 audits were near completion.

Member Gregory Lee inquired about audit areas with large potential risks and asked if additional auditing was necessary. Mr. Carroll explained the auditing process on higher risk audit areas and confirmed if an audit area was of high risk, more auditing would be conducted.

Chair Noonan thanked Mr. Carroll and the Internal Audit staff for their hard work on conducting these audits.

This was an information item. Not an action item.

ITEM B. **Internal Audit Plan**

Mr. Carroll requested the Committee approve the Internal Audit Fiscal Year (FY) 2018 Audit Plan. He also explained the process Mr. Bond conducted to prepare the Internal Audit FY 2018 Audit Plan.

Member Peggy Leavitt inquired about the payment process for the current advertising contract with R&R Partners.

Rana Lacer, Chief Financial Officer, explained that the R&R Partners billing and fee procedures were in compliance with the current agreement approved by the Board of Directors as part of the audit process annually. Ms. Lacer also explained that all of the payments made under the contract were audited for accuracy in relation to the agreement and the breakout of the different fees based on the different tiers of fees from content creation, service fees, and commission. Ms. Lacer went on to state that the billing process was also reviewed by the Marketing and Finance Departments prior to the annual internal audit to ensure compliance and offered to meet with Member Leavitt along with Cathy Tull, Senior Vice President of Marketing, to provide a thorough briefing the specifics of R&R Partners fees.

Mr. Carroll stated that the Audit Plan was very aggressive and that the Internal Audit Department would work diligently to complete the Plan.

Member Lawrence Weekly moved and it was carried by unanimous vote of the voting members present, including Member Peggy Leavitt via telephone, to approve the Internal Audit FY 2018 Audit Plan.

Chair Noonan commended Mr. Carroll for his hard work, service, and dedication to the LVCVA.

ITEM C. **Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2017**

Ms. Lacer, presented the FY 2017 Comprehensive Annual Financial Report (CAFR) and requested the Audit Committee of the Board of Directors accept the FY 2017 CAFR including independent auditor's reports, for presentation at the November 14, 2017, Board of Directors' meeting.

Mr. Ralenkotter left the meeting via phone at 1:42 p.m.

Chair Bill Noonan introduced Ralph Piercy of Piercy Bowler Taylor & Kern (PBTk) to the Audit Committee meeting and asked him to address the Committee on any findings found in the independent audit.

Mr. Piercy expressed his appreciation for the opportunity to be a part of the LVCVA's auditing process and outlined the PBTk audit approach to the Audit Committee.

Member Lawrence Weekly inquired about the FY 17 independent audit compared to years prior, to which Mr. Piercy explained there had been no significant adjustments to the auditing process with the exception of one year having a significant adjustment and spoke of the recent press matters of the LVCVA. Member Weekly then asked if there were anything significant findings to note, to which Mr. Piercy confirmed there were none.

Member Gregory Lee inquired about financial assumptions, specifically pension liabilities, to which Mr. Piercy discussed accounting and financial statements of the CAFR.
Member Peggy Leavitt thanked Mr. Piercy for the thoroughness of PBTk's audit report.

Chair Noonan asked Mr. Piercy to confirm he had provided the management recommendations to Ms. Lacer and the Finance team, to which, Mr. Piercy confirmed he had.

Member Greg Lee moved and it was carried by unanimous vote of the voting members present, including Member Peggy Leavitt via telephone, to accept the FY 2017 CAFR, including independent auditors' reports, for presentation at the November 14, 2017, Board of Directors' meeting.

ITEM D. **Resolution to Augment Fiscal Year 2018 budget**

Ms. Lacer thanked the Audit Committee, as well as Mr. Piercy and the PBTk audit firm. Ms. Lacer reminded the Audit Committee PBTk was in their fifth year of work conducting the independent audit for the LVCVA and the LVCVA would be initiating a Request for Proposal process for an external audit firm to conduct audits for the LVCVA.

Ms. Lacer requested the Audit Committee of the Board of Directors recommend approval of the proposed budget augmentation and the associated resolution to augment the FY 2018 budget by the Board of Directors at the November 14, 2017, meeting.

Fiscal Impact

FY 2018:

Increase General Fund budgeted resources by \$27,755,281; and
Increase General Fund appropriations by \$13,700,000; and
Increase General Fund ending fund balance by \$14,055,281; and
Increase Capital Projects Fund budgeted resources by \$20,846,062; and
Increase Capital Projects Fund appropriations by \$20,845,500; and
Increase Capital Projects Fund ending fund balance by \$562; and
Increase NDOT Fund budgeted resources by \$200,000; and
Increase NDOT Fund appropriations by \$200,000; and
Increase LVCCD Capital Fund budgeted resources by \$312,040,630; and
Increase LVCCD Capital Fund ending fund balance by \$312,040,630; and
Increase Debt Service Fund budgeted resources by \$10,838,606; and
Increase Debt Service Fund appropriations by \$10,838,606

Member Lawrence Weekly inquired if there had been any discussion with Clark County Management relating to bond support, to which Ms. Lacer answered that there had and noted that Ed Finger, Senior Vice President of Finance, had been the lead on the bond support conversations with Jessica Colvin, Chief Financial Officer of Clark County, as well as Yolanda King, County Manager, and several members of the Clark County Commission.

Member Weekly asked about the process of the bonds initiated with Clark County as it related to the anticipated National Football League (NFL) Las Vegas stadium, to which Ms. Lacer outlined. Member Weekly referred to the closing of the bonds from Nevada Department of Transportation (NDOT) and asked if the LVCVA would be required to participate in future NDOT programs. Ms. Lacer stated she did not anticipate the LVCVA's participation in such programs as it could impair the scope of work for the Las Vegas Convention Center District (LVCCD) project.

Chair Bill Noonan thanked Ms. Lacer for the debriefing he received as well as recognized the Finance team for their hard work in the auditing process. Chair Noonan also thanked Mr. Piercy and PBTK for their service to the Audit Committee.

Member Greg Lee moved and it was carried by unanimous vote of the voting members present, including Member Peggy Leavitt via telephone, to recommend approval of the proposed budget augmentation and the associated resolution to augment the FY 2018 budget by the Board of Directors at the November 14, 2017, meeting.

ITEM E. **Annual Audit Committee Update**

Ms. Lacer delivered a PowerPoint presentation that provided updates related Audit Committee's oversight measures and responsibilities as defined in the Audit Committee Charter.

This was an information item. Not an action item.

SET NEXT MEETING DATE

The next Audit Committee will be at the call of the Chair.

DIRECTORS' RECOGNITION

There were no comments from the Directors.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Chair Bill Noonan adjourned the meeting at 2:37 p.m.

Respectfully submitted,

Date Approved: February 27, 2018

Christal Harrison
Assistant to the Board of Directors

Audit Committee Chair



**Las Vegas Convention Center District
Committee Meeting
October 25, 2017
Minutes**

The Las Vegas Convention Center District (LVCCD) Committee of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on October 25, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Las Vegas Convention Center District Committee Members:

Present unless otherwise noted.

Mr. Chuck Bowling, Chair

Councilman Ricki Barlow.....*via telephone*

Commissioner Larry Brown

Mayor Carolyn Goodman

Mr. Tom Jenkin.....*absent*

Mayor John Lee.....*absent*

Ms. Kristin McMillan

LVCVA Executive Staff in Attendance

- Rossi Ralenkotter, President/CEO
- Luke Puschnig, Esq., CEM, Legal Counsel
- Rana Lacer, Chief Financial Officer
- Jacqueline Peterson, Chief Communications & Public Affairs Officer
- Barbara Bolender, Chief Human Resources Officer
- Ed Finger, Senior Vice President of Finance
- Terry Jicinsky, Senior Vice President of Operations
- Cathy Tull, Senior Vice President of Marketing
- Hugh Sinnock, Vice President of Customer Experience
- Randall Walker, LVCVA Consultant
- Terry Miller, LVCVA Owner’s Representative

OPENING CEREMONIES – CALL TO ORDER

Chair Chuck Bowling called the meeting to order at 8:34 a.m. A quorum of the members was present at roll call, including member Ricki Barlow who joined the meeting at 8:34 a.m. via telephone.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Chair Chuck Bowling recognized LVCVA Board Chair Lawrence Weekly in the audience, welcomed Board Chair Weekly to provide remarks, and thanked him for his continued leadership.

Board Chair Weekly thanked Chair Bowling for his leadership of the LVCCD Committee and offered his gratitude to the members of the Committee and the Oversight Panel for Convention Facilities in Clark County (Panel) for their time and efforts on the LVCCD project. Board Chair Weekly discussed his history with the Las Vegas Convention Center and expressed his excitement for the future of Las Vegas and the LVCCD. Board Chair Weekly also thanked Rossi Ralenkotter, President/CEO, Governor Brian Sandoval, and the Nevada legislators who supported the LVCCD project.

Chair Bowling also recognized LVCVA Board Member John Marz in the audience.

APPROVAL OF THE AGENDA AND MINUTES

Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member Ricki Barlow via telephone, to approve the October 25, 2017, LVCCD Committee Meeting agenda and the June 1, 2017, LVCCD Committee Meeting minutes.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

ITEM A. **Report on Compliance with Senate Bill 1 of the 2017 Nevada Legislative Session**
Rana Lacer, Chief Financial Officer, provided the Independent Auditors’ Report on compliance with Senate Bill 1 of the 2017 Nevada Legislative Session for the fiscal year ending June 30, 2017.

This was an information item. Not an action item.

ITEM B. **Las Vegas Convention Center District Design Competition Presentations**
Terry Jicinsky, Senior Vice President of Operations, provided a detailed overview of the selection of the design competition finalists and discussed the schedule and purpose of the presentations. Mr. Jicinsky recognized Terry Miller, LVCVA Owner’s Representative, as the facilitator of the presentations.

Presentation by RV Architecture/Friedmutter Group

Member Carolyn Goodman entered the meeting at 8:57 a.m.

Mr. Miller introduced the first design competition presentation.

RV Architecture Friedmutter Group	
Rafael Viñoly Architects (New York) Friedmutter Group (Las Vegas Office)	
ATTENDEES	FIRM
Rafael Viñoly	RV Architecture, LLC
Chan-li Lin	RV Architecture, LLC
Jay Bargmann	RV Architecture, LLC
Brad Friedmutter	Friedmutter Group
Carol Wallace	Carol Wallace Associates, Inc.
Graham Flight	Cumming
Stephen DeSimone	DeSimone Consulting Engineers
Robert Finnegan	FEA Consulting Engineers

RV Architecture/Friedmutter Group presented their design for the LVCCD.

Mr. Miller facilitated questions from the Committee, Panel, and staff.

Member Kristin McMillan thanked the presenters for their presentations, inquired about the design firm’s experience with convention centers, and asked how the fundamental needs of the project had been incorporated into the proposed design. Rafael Viñoly provided examples of his experience with large convention centers domestically and internationally. Mr. Viñoly explained the importance of understanding the fundamental necessities of the users and operators of the convention center and expressed the importance of designing a flexible building with the ability to change and grow.

Panel Member Ron Frye inquired about the architectural look of the building during Phase Two and Phase Three of the project. Mr. Viñoly illustrated the specific design during each phase.

Member Carolyn Goodman asked Mr. Viñoly to elaborate on the advantages of his knowledge and experience, as well as his team's experience. Mr. Viñoly detailed the importance of forward-thinking specific to the way-finding ability of a building, the convenience for its users, and the flexibility of the building's growth.

Panel Member Frye inquired about the price of the tensor cables in the design as well as the graphics that would be displayed on the cables. Mr. Viñoly stated that only the price of the cables and lighting had been incorporated in the total project budget and explained that the banners were meant to remain as a component of the operational cost of the facility.

Member Goodman asked about the cost of a digital reader board, to which Mr. Viñoly reiterated that it was not a part of the project budget and again expressed the benefits of the lighting component of the cables for the specific incorporation of banners.

Panel Chair Bill Ham inquired about the amount of glass incorporated in the building design, to which Mr. Viñoly detailed the benefits of the glass throughout the building design and explained the window cleaning mechanism incorporated within the design.

Member McMillan asked how site security has been taken into consideration during the design process. Mr. Viñoly expressed his ideas to mitigate security concerns and provided examples of systems that could be used within the building process.

Chair Chuck Bowling alluded to the importance of out-of-the-box thinking and also made a statement that the collaboration of the LVCVA and private sector would work to ensure that the best practices in site security would be incorporated in the project. Chair Bowling reinforced the imperativeness of customer and operator input in the project. Chair Bowling also inquired about other examples of tensor cables incorporated in building designs and the mobility component of the building. Mr. Viñoly provided transportation ideas that could be incorporated in the project and elaborated on the history and advances in technology of the cables.

Mr. Jicinsky asked Mr. Viñoly what potential challenges could arise, how he would overcome those challenges, and how the budget schedule would be met. Mr. Viñoly emphasized his team's relationship with Las Vegas, their enthusiasm and experience, and the ability to incorporate local talent.

Ed Finger, Senior Vice President of Finance, inquired about the components of the design incorporated in Phase Two and the magnitude of cost in Phase Three. Mr. Viñoly illustrated which components of the building design were incorporated in Phase Two. Graham Flight elaborated on the budget and cost estimates of each phase of the project.

Mr. Ralenkotter asked about the potential impact of the neighborhood as a result of the design. Mr. Viñoly explained the significance of his team's design and its benefits to the destination. Mr. Ralenkotter inquired about the cost percentage of the "wow factor" or cable structure in the design, to which Mr. Viñoly elaborated and then went on to express the importance of building a unique facility.

Member Ricki Barlow discussed the innovative convention center expansion projects around the country and asked how the presented design would be more inventive, to which Mr. Viñoly explained the incorporation of brand clarity, visual power, and unique building structure.

Presentation by TVS Design/Design Las Vegas

Mr. Miller introduced the second design competition presentation.

TVS Design Design Las Vegas	
TVS (Atlanta)	
TSK Architects (Las Vegas)	
Simpson Coulter Studio (Las Vegas)	
Carpenter Sellers Del Gatto Architects (Las Vegas)	
KME Architects (Las Vegas)	
ATTENDEES	FIRM
Rob Svedberg	Tvsdesign
Robert Bielamowicz	Tvsdesign
Kevin Gordon	Tvsdesign
Mel Green	KME Architects
Windom Kimsey	TSK Architects
Rick Sellers	CSD Architects
Wade Simpson	Simpson Coulter Studio
Francis Julien	Keolis- Transportation Consultants

TVS Design/Design Las Vegas presented their design for the LVCCD.

Mr. Miller facilitated questions from the Committee, Panel, and staff.

Member Ricki Barlow asked about the autonomous vehicle travel time, to which Francis Julien described the mobility of the autonomous vehicle. Member Barlow also discussed natural light inhibiting exhibitors and inquired about the potential for blackout curtains. Rob Svedberg and Kevin Gordon elaborated on the demand for natural light, as well as the disadvantages, and explained that the use of blackout curtains were incorporated in the design.

Panel Vice Chair Tom Thomas inquired about the engineering accountability for the opportunity to incorporate solar panels, to which Mr. Svedberg explained the ability to incorporate solar panels in the presented design.

Member Kristin McMillan asked how flexibility was taken into consideration in relation to technological advances of the building in the future. Mr. Svedberg described the importance of accessibility built within the infrastructure of the building in order to allow for future advances.

Panel Chair Bill Ham inquired about the consideration of site security, to which Mr. Svedberg and Mr. Gordon elaborated on the incorporation on building security in the design of the building and discussed past experience working on security concerns in convention centers.

Member Carolyn Goodman asked about LEED certification, to which Mr. Svedberg elaborated on the importance of LEED certification and stated, "The building has to respect what your community ambitions are." Member Goodman also inquired about connectivity within the building in relation to budget, to which Mr. Svedberg outlined mobility in the future phases of the project. Mr. Gordon clarified that connectivity presented in the design was within the cost estimate, with the exception of the autonomous vehicles.

Chair Chuck Bowling expressed his appreciation of customer input and inquired about video components within the design, to which Mr. Svedberg confirmed that it was incorporated.

Mr. Jicinsky asked about potential issues in relation to timeline and budget and how those issues would be addressed. Robert Bielamowicz and Mr. Gordon discussed the issues related to the speed of receiving the steel needed for the project and Mr. Svedberg discussed how the firm’s knowledge and preparation would overcome any obstacles.

Cathy Tull, Senior Vice President of Marketing, inquired about columns in the proposed exhibition space, to which Mr. Svedberg and Mr. Gordon discussed the budgetary tradeoff of column free spaces.

Mr. Ralenkotter acknowledged necessary discussions in relation to the Monorail, as well as the budget flexibility of the project. Mr. Ralenkotter requested clarification on the blackout mechanism to which Mr. Svedberg explained that it would be a rope system. Mr. Ralenkotter also inquired about the number of autonomous vehicles that would be needed, their flexibility throughout the building, and the building model’s incorporated track. Mr. Julien suggested the potential demand in quantity of the vehicles and described their flexible mobility throughout the campus, as well as the track being “agnostic” to different types of vehicles. Mr. Ralenkotter asked if parking spaces would be lost to make room for the track, to which Mr. Svedberg explained that the track would be elevated and would not impact parking.

Mr. Ralenkotter asked about the efficiency of the proposed exhibition halls in relation to columns, to which Mr. Svedberg stated “that the columns that are in there are not going to impact the utilization or efficiency of the space” and elaborated on the size of the space. Mr. Ralenkotter also inquired about the food court and meeting rooms, to which Mr. Svedberg elaborated on the centralized food court, mobile concessions, and meeting room configurations.

Mr. Ralenkotter asked about the inspiration for the design in relation to the Las Vegas brand. Mr. Svedberg described the vision of the building and how it related to the history of the community. Mr. Gordon added that iconography of the building could become more “vibrant” through collaboration with staff.

Presentation by Populous/Klai Juba Wald/LGA/ZimmerRay

Mr. Miller introduced the third design competition presentation.

Populous Klai Juba Wald LGA ZimmerRay	
Populous (Kansas City)	
Klai Juba Wald Architects (Las Vegas)	
LG Architects (Las Vegas)	
ZimmerRay Studios (Las Vegas)	
ATTENDEES	FIRM
Michael Lockwood	Populous
Scott Capstack	Populous
Lyle Miller	Populous
John Klai	Klai Juba Wald
Craig Galati	LGA Architects
Harry Ray	ZimmerRay
Jerry Van Eyck	!melk Landscape Architects
Derek Beaman	MKA Structural Engineers

Populous/Klai Juba Wald/LGA/ZimmerRay presented their design for the LVCCD.

Mr. Miller facilitated questions from the Committee, Panel, and staff.

Chair Chuck Bowling expressed his appreciation for the incorporation of customer input in the motivation of the design. Chair Bowling discussed the expansion and renovation components of the project in relation to the importance of minimizing the amount of disruption for clients utilizing the facility and questioned the firm's understanding of the separation between Phase Two and Phase Three of the project. Michael Lockwood elaborated on the workshops with convention center customers and detailed the potential of incorporating aspects of Phase Three into Phase Two in order to benefit the customers.

Panel Member Ron Frye asked staff, "Is this incremental approach to expanding exhibit space going to fit your program?" Mr. Jicinsky answered that the approach would need to be investigated more before staff could provide an answer. Mr. Lockwood explained how the program requirements were incorporated in the design and would allow for future growth.

Mr. Ralenkotter requested the specifics of the size of each space, to which Mr. Lockwood outlined.

Member Kristin McMillan asked if anything was "left out" of Phase Three in the design, to which Mr. Lockwood answered that nothing was "left out" and elaborated on the sequencing of the design. Member McMillan also inquired about arrival points and the LVCCD's presence on the Las Vegas Strip, to which Mr. Lockwood discussed the flexibility of the multiple arrival points and suggested that the LVCCD should act as a "catalyst" to draw people away from the Strip.

Panel Member Ron Frye stated that "it is a very intriguing design," asked about the budget, and asked if Phase Two and Phase Three were allowed to be combined. Mr. Lockwood and Lyle Miller answered that their interpretation was that the Phase Three budget would be left "unscoped" until Phase Two had been determined. Mr. Lockwood went on to explain the advantages of their design proposal.

Mr. Jicinsky clarified that Phase Three still existed in order to renovate the existing halls, to which Mr. Lockwood agreed and elaborated on what would be renovated in Phase Three.

Member Ricki Barlow requested additional information on the usability of rooftop space as it related to the outdoor temperature of Las Vegas. Mr. Lockwood detailed the flexibility of the rooftop space as well as the input from the customers during the workshops.

Panel Chair Bill Ham said he appreciated the different approach to the design, but questioned the impact of adding onto existing buildings, to which Mr. Lockwood offered the benefits of adding to an existing building versus building a separate new building.

Member Carolyn Goodman questioned the firm's ability to meet the timeline and asked staff if LVCVA property on the Strip could be utilized for anything other than the expansion. Luke Puschnig, Legal Counsel, answered that the LVCVA owned the property and "are not necessarily constrained to be able to have that as an expansion portion." Member Goodman inquired about potentially utilizing the Strip property for something other than the LVCCD, to which Ms. Lacer suggested that specific space was "highly critical" for clients in terms of outdoor exhibit space and parking and that the LVCVA would not look to repurpose that portion of the LVCVA property. Ms. Lacer inquired about the movement strategy incorporated in the design, to which Mr. Lockwood explained the pedestrian mobility of the design and acknowledged that there was no transportation system within the design.

Chair Chuck Bowling explained the importance of attracting new customers and suggested that future customer demands would also need to be met. Mr. Lockwood commented on the renovation of the current facility.

Mr. Finger clarified the cost of the project as it related to the budget.

Randall Walker, LVCVA Consultant, asked if the budget allowed for the incorporation of all the presented design elements, to which Mr. Miller clarified that the design proposed funds being moved from Phase Three into Phase Two.

Ms. Tull inquired about removing columns in the South Hall, to which Mr. Lockwood explained that the columns would not be removed, however the hall would become additional flex space.

Hugh Sinnock, Vice President of Customer Experience, inquired about digital assets included in the design. Mr. Lockwood discussed the incorporation of the LED veil and internal LED features.

Mr. Ralenkotter inquired about square footage and total cost of the project. Lyle Miller and Mr. Lockwood clarified the total budget and costs proposed in the design. Mr. Ralenkotter also discussed the impact of construction on existing and future customers, loss of parking spaces, and outdoor exhibits. Mr. Lockwood explained that collaboration with staff would be needed in order to communicate with customers during the construction.

This was an information item. Not an action item.

DIRECTORS' RECOGNITION

Panel Chair Bill Ham discussed the significance of the selection process and stated, "...ultimately, whatever comes out of this in the final selection, that we should have tremendous confidence that we're going to wind up with a world class facility and certainly something that we can enjoy far into the future." Panel Chair Ham said he looked forward to the selection of the design firm.

Chair Bowling expressed his enthusiasm of the future of the project and thanked Panel Chair Ham and the Panel Members for their support and efforts. Chair Bowling acknowledged his appreciation and congratulations to the design competition finalists and thanked the Committee for their passion and commitment.

Member Ricki Barlow thanked the Committee for allowing him to participate via telephone, as well as City of Las Vegas Neighborhood Outreach Specialist Harry Williams for assisting with his participation during the meeting. Member Barlow expressed his excitement and confidence in the project.

Member Larry Brown thanked Board Chair Weekly, staff, and Panel for their efforts.

Mr. Ralenkotter recognized the "invaluable input" from the private sector, Panel, and Committee and expressed his excitement for the future of Las Vegas and the LVCCD.

SET NEXT MEETING DATE

Chair Bowling announced the next LVCCD Committee meeting would be on November 7, 2017, at 9 a.m.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Chair Chuck Bowling adjourned the meeting at 2:30 p.m.

Respectfully submitted,

Date Approved: November 7, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Chuck Bowling
LVCCD Committee Chair



Policy Committee Meeting
Monday, November 6, 2017
Minutes

The Policy Committee Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on November 6, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Policy Committee Members:

Present unless otherwise noted

Mayor John Lee, Committee Chair

Councilman John Marz

Ms. Kristin McMillan

Mr. Bill Noonan

Councilman George Rapson.....*via telephone*

Commissioner Lawrence Weekly

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO

Luke Puschnig, Esq., CEM, Legal Counsel

Barbara Bolender, Chief Human Resources Officer

Jacqueline Peterson, Chief Communications & Public Affairs Officer

Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES

Committee Chair John Lee called the meeting to order at 9:01 a.m. A quorum of the members was present at roll call, including Member George Rapson via telephone.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

Chair John Lee discussed the reason for reviewing the Board Policies and outlined the Policy Committee's role in assisting the Board of Directors.

Member Lawrence Weekly entered the meeting at 9:03 a.m.

**APPROVAL OF
THE AGENDA
AND MINUTES**

Member Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the November 6, 2017, Policy Committee Meeting agenda.

Member Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the August 8, 2017, Policy Committee Meeting minutes.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

ITEM A. **Revisions to Board Policies and Policy Committee Charter**

Luke Puschnig, Legal Counsel, recommended that the Policy Committee: 1) Review and approve the new Board Policies and Policy Committee Charter as revised; and 2) Recommend adoption of the new Board Policies and Policy Committee Charter by the LVCVA Board of Directors.

Mr. Puschnig introduced Ralph Piercy of Piercy Bowler Taylor and Kern (PBTk) to provide an overview of the recommended changes to the Board Policies.

Mr. Piercy outlined in detail recommended changes to the Board Policy 1.04 *Responsibilities of Board Members; Board Committees*.

Member Bill Noonan questioned the separation of the positions of Secretary and Treasurer, to which Mr. Puschnig answered that the positions would be reflected as separate positions throughout the Board Policies. Mr. Piercy said that he thought it was appropriate.

Member Kristin McMillan suggested there be reference to errors & omissions (E&O) insurance in the Policies, to which Mr. Puschnig explained that it had been his responsibility to maintain E&O insurance, but that he would include it in the Policies. Member McMillan also asked about the delegation of authority of the President/CEO and potential changes to the Policies in reference to Item B. Mr. Puschnig discussed how Item B would impact the verbiage in the Policies. Mr. Piercy noted that such changes would be appropriate to discuss with the full Board of Directors.

Mr. Piercy continued to outline the recommended changes to Policy 1.04.

Ms. McMillan inquired about the review process of the proposed position of President/Chief Operating Officer (COO) recommended in Item B, to which Mr. Puschnig stated that the President/COO would be reviewed by the CEO through the same process as current C-Suite executives.

Mr. Piercy outlined recommended changes to Policy 1.04 item 6 *Committees of the Board*.

Chair John Lee inquired about the process of filling Committee vacancies and clarified that Committee assignments were made by the Chairman's consideration of Board member interest and qualifications, to which Mr. Piercy confirmed such. Rossi Ralenkotter, President/CEO, added that in the past the Chairman and staff ensured that each Board member serve on at least one Committee and suggested specific verbiage be added to the Policies. Mr. Piercy said that he did not oppose the concept, but suggested that various considerations be taken into account such as Board member availability.

Member John Marz asked how Committee assignments were currently made. Mr. Ralenkotter outlined the process of Committee assignments in relation to vacancies. Member Marz asked if the availability and interest of the Board members were considered, to which Mr. Ralenkotter explained that conversations to fill vacancies occurred between staff and the Chairman.

Chair Lee commented that Board members may be assigned to a Committee unexpectedly and that vacancies should be disclosed to Board members to allow for opportunities of expressed interest.

Member Lawrence Weekly outlined the current process of Committee assignments in relation to vacancies and Board member interest and suggested that a more detailed approach to Committee assignments include outlining the responsibilities of each specific Committee to interested Board members prior to making appointments.

Mr. Piercy noted that his recommendations did not change the process of Committee assignments, but simply formalized it.

Member Marz asked if there was a policy outlining the creation of a new Committee, to which Mr. Piercy confirmed that it was included in the Policies and that it was at the discretion of the Board.

Chair Lee discussed how the formation of a new Committee could be recommended by a member or members of the Board, to which Mr. Piercy confirmed that it could. Mr. Puschnig added that the recently formed Las Vegas Convention Center District (LVCCD) Committee was an example of such. Mr. Ralenkotter stated that a new Committee could be suggested by staff and the Board.

Mr. Puschnig asked if the Committee would like the Policies to specify that all members of the Board must participate in at least one Committee. Member Weekly stated that he felt it be a requirement that each Board member serve on at least one Committee, to which Member Noonan and Member George Rapson agreed.

Mr. Piercy outlined recommended changes to Policy 1.04 item 7 *Board Member Travel and Reimbursable Expenses*.

Chair Lee questioned the necessity for Board members to travel internationally and inquired about the need for the Chairman's approval of multiple trips for one Board member. Mr. Piercy explained that Board member participation could also be required by the business purpose of the event and discussed how onerous the business trips were.

Member Marz discussed the importance of Board member participation in LVCVA events to showcase the commitment of the LVCVA. Mr. Piercy elaborated on the importance of Board member travel for the purposes of education in relation to the industry, business relationships, and dedication of the LVCVA staff. Mr. Puschnig suggested alternative verbiage in the Policies. Mr. Ralenkotter also discussed the difference between international and domestic travel in relation to understanding competition and interaction with customers.

Chair Lee again questioned the necessity for Board members to travel internationally versus domestically and discussed the difference in cost. Member Marz stated that he felt it appropriate for Board members to travel internationally to represent the organization. Member Weekly agreed with Member Marz and elaborated on the rigid and demanding nature of LVCVA travel and referenced his travel to China with staff to secure a nonstop flight from China to Las Vegas with Hainan Airlines. Member Weekly agreed with Chair Lee on the importance of being fiscally responsible, but emphasized that the return on investment outweighed cost. Member Weekly also recognized Member McMillan's emphasis on Board member involvement in the community and noted the Las Vegas Metro Chamber of Commerce Customer Service Excellence Program, discussed his role as Chairman of the Board and staff's role to keep the Board informed on the destination, and emphasized the responsibility of serving as a member of the Board.

Chair Lee inquired about the language in the Policies requiring permission from the Chairman for Board member travel, to which Member Weekly commented that he had not been asked for permission by Board members. Mr. Piercy clarified that the language stated that Chairman approval would only be required for a Board member's participation on more than one event for the purposes of education. Chair Lee noted that the policy would allow the Chairman to be aware of what other Board members were involved in.

Mr. Piercy continued outlining the recommended changes to Policy 1.04 item 7.

Chair Lee asked for clarification on the "typically minimum number of persons necessary" on a specific business event, to which Mr. Piercy clarified that it was dependent upon the number of required persons for each event.

Mr. Piercy outlined recommended changes to Policy 1.04 item 8 *Avoidance of Appearance of Conflict of Interest*.

Chair Lee asked about the requirement of public officials to disclose gifts exceeding \$200, to which Mr. Piercy clarified that it was a state requirement.

Member McMillan requested clarification on the recommended language additions to the specific section of the policy in relation to the acceptance of gifts, to which Mr. Piercy clarified that Board members were not to accept gifts exceeding a total of \$400 annually.

Mr. Ralenkotter suggested that tickets for LVE events also be included in the policy referencing Board member acceptance of tickets to LVCVA sponsored events.

Mr. Piercy outlined recommended changes to Policy 1.04 item 9 *Board Member Training*.

Chair Lee asked Mr. Puschnig to elaborate on how the trainings would occur, to which Mr. Puschnig explained that the trainings would be individual trainings to occur every 24 months.

Member Rapson asked Mr. Puschnig if current Board members should anticipate an initial training, to which Mr. Puschnig said that he would personally provide training to Member Rapson and other current Board members.

Mr. Ralenkotter noted that if changes were made to the Nevada Revised Statutes that impacted the bylaws or policies of the LVCVA, staff would present such information to the Policy Committee.

Mr. Piercy outlined the recommended addition of Policy 1.04 item 12 *Approval of the Expense Reports of the President/CEO and Legal Counsel*.

Chair Lee asked Member Noonan for his opinion on the changes, to which Mr. Noonan stated that he was in agreement with the changes.

Member Weekly asked about the designated Board member to review such expense reports, to which Mr. Piercy answered that the Board Treasurer would hold the responsibility unless the Treasurer designated the task to another Board member. Mr. Puschnig added that a backup was necessary.

Mr. Piercy outlined the recommended addition of Policy 1.04 item 13 *Approval of Special Awards*.

Member McMillan clarified that the Compensation Committee would be responsible for the general policies, not each individual award, to which Mr. Piercy confirmed. Member McMillan suggested the language be added to the Compensation Committee Charter to reflect such additions, to which Mr. Piercy agreed.

Mr. Piercy outlined the recommended addition of Policy 1.04 item 14 *Las Vegas Convention Center District*.

Member McMillan inquired about the separation of the Secretary and Treasurer as two positions, to which Mr. Piercy recommended that there be four officers. Mr. Puschnig stated that the Secretary and Treasurer would be represented separately as reflected in the Policies. Member McMillan asked why the Secretary would be a public official and the Treasurer would be from the private sector, to which Mr. Piercy answered that it was to ensure that the private and public members be "fully engaged."

Member Noonan said that he supported the change.

Mr. Piercy outlined additional recommended changes to the Board Policies.

Member Noonan inquired about the bonus ranges of the executive level positions, to which Mr. Puschnig answered that the President/CEO was responsible for the compensation of executive level positions, with the exception of President/CEO's and Legal Counsel's compensation which is evaluated by the Board, and that the salary and bonus ranges were published in the budget each year for the Board to review.

Mr. Piercy continued to outline the additional recommended changes.

Member Noonan asked if Policy 3.01 item 14, outlining Legal Counsel's responsibility to act as risk manager of the LVCVA, was an addition, to which Mr. Puschnig confirmed that it was.

Mr. Piercy and Mr. Puschnig continued to outline the additional recommended changes.

Member McMillan asked about the conflict of interest disclosure statement, to which Mr. Puschnig elaborated on.

Member Rapson asked if the statement was similar to that of the elected officials, to which Mr. Puschnig answered that it would be the same document.

Chair Lee inquired about Board member discretion in relation to future projects of the LVCVA, to which Mr. Puschnig answered that he would prefer disclosures prior to moving forward with any processes in order to determine the proper action at that time.

Member Weekly and Chair Lee inquired about a cooling off period, to which Mr. Puschnig discussed and stated that it could be considered. Member Weekly evaluated the potential benefits of a cooling off period specific to the best interests of the destination, but noted that it was important not to restrict a Board member from a career opportunity. Member Marz expressed his concerns with a cooling off period for the private sector Board members. Mr. Piercy noted that he recommended a cooling off period be considered, but not necessarily adopted. Member McMillan suggested that negotiations should be made on a case-by-case basis and constraints should not be implemented within the Policies. Member Marz disagreed that negotiations should occur and suggested that there not be any restrictions implemented in the Policies as it related to a cooling off period. Member McMillan and Member Rapson agreed with Member Marz.

Mr. Piercy went on to outline recommended changes to the Committee Charters.

Mr. Puschnig noted that the Committee could not make changes to other Committee Charters, but only the Policy Committee Charter.

Chair Lee asked if the Committee would like to vote on item A or hold the item for another meeting.

Member Noonan commended Mr. Piercy for his efforts and stated that he was prepared to vote.

Member Rapson agreed that the recommended changes were appropriate.

Member McMillan expressed her appreciation to Mr. Piercy for his work and communication with the Committee and requested a redline version of the Policies with all of the recommended changes discussed, to which Mr. Puschnig agreed to provide such prior to presentation to the full Board.

Member Marz suggested that a revised version of the Policies be provided to ensure that all recommended changes had been noted.

Member Weekly thanked Mr. Piercy for his work.

Chair Lee asked Mr. Puschnig if when item A was approved, the Committee members would then be provided a finalized version with the recommended changes and would have the opportunity to correct the document if needed, to which Mr. Puschnig confirmed that they would. Member Marz suggested that the redline version of the Policies be provided to the Committee prior to approval of the item.

Chair Lee determined that item A be held and brought back to the Committee at a later date.

Mr. Ralenkotter suggested a Policy Committee meeting be held prior to the Board meeting on November 14, to which Chair Lee acknowledged that he would not be in attendance and requested Member McMillan be Acting Chair.

This item was held for discussion at a future Policy Committee meeting.

Chair Lee called for a short break at 10:44 a.m.

Chair Lee called the meeting back to order at 10:51 a.m.

ITEM B. **Modification to C-Suite Executive Level Staffing Plan – President/Chief Operating Officer – Change to Board Policies**

Mr. Ralenkotter disclosed the status of his health as well as his plans to continue to lead the LVCVA through the expansion of the Las Vegas Convention Center.

Mr. Ralenkotter recommended that the LVCVA Policy Committee recommend approval of the following to the LVCVA Board of Directors: 1) The modification to the C-Suite executive level staffing plan to combine the positions of President and Chief Operating Officer; 2) Modify the Board Policy to reflect the modified duties and responsibilities of the President/COO and Chief Executive Officer; and 3) Authorize the Chief Executive Officer (CEO) to make the necessary changes to internal policy.

Barbara Bolender, Chief Human Resources Officer, noted that she was available to answer questions from the Committee.

Member John Marz asked Mr. Ralenkotter if the intent was to train the President/COO to become the next CEO, to which Mr. Ralenkotter confirmed that it was but noted that the President/COO was not guaranteed the position of CEO. Member Marz recommended that the selection of the President/COO be approved by the Board and suggested that a Chief Marketing Officer (CMO) position be established in the C-Suite.

Chair John Lee asked if he was correct in understanding that the President/COO would not oversee marketing efforts, to which Mr. Ralenkotter clarified that the President/COO would oversee the operations of the LVCVA. Chair Lee asked Mr. Ralenkotter if his duties as the CEO included what would be the duties of a CMO, to which Mr. Ralenkotter confirmed that they were.

Chair Lee and Member Marz discussed Mr. Ralenkotter's marketing knowledge and experience, as well as the necessity to have a marketing position on the C-Suite level. Mr. Ralenkotter acknowledged that the need for a CMO position could be evaluated.

Member Bill Noonan agreed that a CMO position was vital to the future of the LVCVA, especially upon the future retirement of Mr. Ralenkotter, and recognized Mr. Ralenkotter's marketing experience. Member Noonan also inquired about the fiscal impact of the hiring of the President/COO, to which Ms. Bolender stated that the position had been budgeted for in the fiscal year 2018 budget.

Mr. Ralenkotter noted that an addition of a CMO position would require an addendum to the 2018 budget. Member Noonan requested that the need for a CMO position be evaluated by staff.

Member McMillan asked when the President/COO was expected to be hired, to which Mr. Ralenkotter said it was anticipated in the first quarter of 2018. Member McMillan agreed with Member Marz that the selection of the President/COO should be approved by the Board and asked which Committee would be responsible for evaluating the organization of the C-Suite, to which Mr. Ralenkotter and Mr. Puschnig clarified that it would be the responsibility of the Compensation Committee.

Member McMillan inquired about the recommended changes to the Board Policies and the formal process of the Board in the hiring of the President/COO and CEO. Mr. Puschnig clarified that the recommended changes to the Policies were specific to the duties and authority of the CEO noting the addition of a President/COO. Member McMillan inquired about the delegation of duties to the President/COO, to which Mr. Puschnig emphasized that the President/COO would not have the same authority as the CEO, unless the CEO delegated specific duties and responsibilities to the President/COO. Member McMillan requested more specific language be written into the Policies.

Member Marz suggested that the CEO have the flexibility to delegate duties and responsibilities to the President/COO as needed. Member Marz reiterated his recommendation for the Board's approval of the selection of the President/COO and the need for a CMO. Member Marz also expressed the value of Mr. Ralenkotter's experience for the LVCVA and said that Mr. Ralenkotter was irreplaceable.

Member McMillan and Mr. Puschnig discussed potential revisions to the language in the Policies.

Member Lawrence Weekly agreed with Member McMillan that the language in the Policies should clearly define the duties and responsibilities of the CEO versus those of the President/COO. Mr. Puschnig, noting Member Marz's comments, expressed his hesitation in limiting the flexibility of the CEO by including specific duties in the Policies. Member Weekly and Mr. Puschnig discussed the addition of a "duties as assigned" or a "catchall" established in the Policies in relation to the President/COO.

Chair Lee inquired about the compensation of additional C-Suite positions and the impact on existing compensation, to which Mr. Ralenkotter clarified that he would continue to be responsible for all of the operations and business of the LVCVA and that any additional positions would not diminish those responsibilities.

Member Noonan suggested that staff perform a thorough review of the organization of the LVCVA before determining the need for a CMO position, to which Mr. Ralenkotter ensured the Committee that staff would continue to review the future needs of the organization in relation to the growing industry in Las Vegas.

Member Marz emphasized the responsibility of the LVCVA to secure the Las Vegas brand, agreed with the necessity of staff's due diligence prior to any reorganization, and emphasized the importance of the Marketing Department.

Chair Lee noted that three Policy Committee members also served on the Compensation Committee.

Member George Rapson said that he liked the idea of the creation of a CMO position.

Member Marz moved to approve item B with the modification that Board approval was necessary in the selection of the President/COO.

Member McMillan suggested that a formal process for the selection of the CEO by the Board be implemented in the Policies, to which Mr. Puschnig noted that the Policies provided the Board with the exclusive responsibility in the selection of the CEO.

Member Marz agreed with Member McMillan that the process should be clearly expressed in the Policies to ensure that the Board would have the opportunity to make an appropriate selection.

Member Noonan asked if the Committee would be presenting this recommendation to the Board, to which Mr. Puschnig outlined the changes that would be presented to the Board for approval.

Mr. Ralenkotter summarized the recommendation of the Committee by noting that the Committee was recommending the creation of a CMO to be brought to the Compensation Committee as well as discussions about the role of the President/COO.

Chair Lee referred to Member Marz's motion to present item B, with modifications, directly to the Board, not the Compensation Committee. Member Marz clarified that the President/COO position did not need to be brought to the Compensation Committee, as it was simply a title change, but that the Compensation Committee may need to discuss the creation of a CMO position.

Member McMillan reiterated her suggestion to add a formal process within the Policies for the Board's selection of a CEO.

Member Rapson suggested that if the Board had exclusive authority to hire a CEO, then the Board would have the ability to direct the process of which that selection was determined. Mr. Puschnig confirmed that Member Rapson's understanding of the policy was correct and stated that historically there was not a policy outlining the selection process of a President/CEO.

Member Marz restated his motion to give Mr. Ralenkotter the authority to hire the President/COO to be approved by the Board and for an evaluation process of the President/COO's accomplishments in the position in order to determine their ability to become the CEO upon Mr. Ralenkotter's retirement.

Chair Lee asked if Member Marz wanted to include the CMO in the motion, to which Member Marz stated that it would be a separate issue. Mr. Puschnig noted that no action could be taken on a CMO position as it was not posted in the agenda. Member Marz clarified that he was recommending that the Policy Committee refer to the Compensation Committee for the evaluation of the creation of a CMO.

Member McMillan expressed her concerns with the established process of the selection of a CEO.

Member Marz noted that it was his understanding that the search for a COO had been vetting candidates who were meant to be the "heir apparent" to the CEO.

Chair Lee suggested that item B be held for a future meeting after further consideration and clarification from the Committee and staff.

This item was held for discussion at a future Policy Committee meeting.

SET NEXT MEETING DATE

Chair John Lee announced the next Policy Committee meeting would be on November 14, 2017, at 8:00 a.m.

DIRECTORS' RECOGNITION

Member Bill Noonan recognized staff, specifically the Sports Marketing Department, for their efforts at the Shriners Hospitals for Children Open on November 2-5 at TPC Summerlin.

Chair John Lee requested staff provide a presentation regarding LVCVA procedures utilized to support opportunities for local business participation in LVCVA projects.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Committee Chair John Lee adjourned the meeting at 11:34 a.m.

Respectfully submitted,

Date Approved: February 13, 2018

Courtney Lipski
Executive Assistant to the Board of Directors

Policy Committee Chair



**Las Vegas Convention Center District
Committee Meeting
November 7, 2017
Minutes**

The Las Vegas Convention Center District (LVCCD) Committee of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on November 7, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Las Vegas Convention Center District Committee Members:

Present unless otherwise noted.

Mr. Chuck Bowling, Chair

Councilman Ricki Barlow

Commissioner Larry Brown.....*absent*

Mayor Carolyn Goodman

Mr. Tom Jenkin.....*via telephone*

Mayor John Lee

Ms. Kristin McMillan

LVCVA Executive Staff in Attendance	Rossi Ralenkotter, President/CEO Luke Puschnig, Esq., CEM, Legal Counsel Rana Lacer, Chief Financial Officer Barbara Bolender, Chief Human Resources Officer Terry Jicinsky, Senior Vice President of Operations
-------------------------------------	--

OPENING CEREMONIES – CALL TO ORDER

Chair Chuck Bowling called the meeting to order at 9:01 a.m. A quorum of the members was present at roll call, including member Tom Jenkin via telephone.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Kenneth Evans, President of the Urban Chamber of Commerce, expressed his appreciation to the LVCVA for the inclusion strategy utilized in the selection process of the design team for Phase Two of the LVCCD Expansion Project and said that he was hopeful that the LVCVA would continue with an inclusion strategy in the future of the project.

APPROVAL OF THE AGENDA AND MINUTES **Member Carolyn Goodman moved and it was carried by unanimous vote of the voting members present to approve the November 7, 2017, LVCCD Committee Meeting agenda and the October 25, 2017, LVCCD Committee Meeting minutes.**

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

- ITEM A. **Las Vegas Convention Center District - Phase Two Expansion Design Team Recommendation**
Terry Jicinsky, Senior Vice President of Operations, requested the LVCCD Committee recommend to the Board of Directors to: 1) Approve the recommendation of the design team TVS Design/Design Las Vegas to provide professional services for the design of the LVCCD Phase Two Expansion Project as presented, and 2) Recommend to the Board of Directors to authorize the President/CEO, or his designee, to enter into negotiations of the professional services agreement with TVS Design/Design Las Vegas.

Fiscal Impact

In accordance with Nevada Administrative Code Chapter 623, Article 623.800, the prospective designer may not submit professional fees or compensation rates until after the designer has been selected based upon their qualifications and their demonstrated competence to perform the services solicited. The negotiated contract for professional design services, including scope, schedule, and fees, will be brought back to the Board at a future meeting for final approval.

Mr. Jicinsky provided an overview of the selection process for the LVCCD Phase Two design team, acknowledged the efforts of the finalists, as well as the work of the Oversight Panel for Convention Facilities in Clark County, and summarized the details of the LVCCD Phase Two Expansion Project.

Terry Miller, LVCVA Owner's Representative, presented a PowerPoint highlighting the presentation and project submittal of TVS Design/Design Las Vegas.

Chair Chuck Bowling thanked Mr. Jicinsky and Mr. Miller for their presentations and said that he was "blown away" by the design presentations at the October 25 LVCCD Committee meeting. Chair Bowling also read the following letter from Member Larry Brown,

"Chairman Bowling,

I regret that my travel prevents me from attending today's meeting of the LVCCD Committee.

I first want to thank you and the members of the LVCCD Committee for the opportunity to serve as your representative on the LVCVA evaluation team.

I wish to assure you that over the past few months, the evaluation team has put in an extraordinary amount of time and effort reviewing and analyzing qualifications, the proposals and design competition submittals and have arrived at a recommendation that meets our expectations for a world class designer for our expansion.

Accordingly, I fully endorse the recommendation before you today of the Tvsdesign team as the Phase Two expansion designer.

Respectfully,

Larry Brown"

Chair Bowling thanked Member Brown for serving on the Evaluation Team and invited Oversight Panel Chair Bill Ham to provide remarks to the Committee.

Oversight Panel Chair Ham also recognized the work of the Evaluation Team, which he served on, discussed the quality of work presented by TVS Design/Design Las Vegas, and stated that he endorsed staff's selection of the design team.

Chair Bowling recognized Rob Svedberg, Principal of Tvsdesign, and asked Mr. Svedberg to provide his remarks.

Mr. Svedberg thanked the Committee, Evaluation Team, and LVCVA staff for the opportunity. Mr. Svedberg also thanked his team for their dedication and acknowledged the following team members in the audience:

- Emanuele Arguelles, Principal of KME Architects
- Melvin Green, Principal of KME Architects
- Sean Coulter, Principal of Simpson Coulter Studio
- Wade Simpson, Principal of Simpson Coulter Studio
- Rick Sellers, Principal of Carpenter Sellers Del Gatto Architects
- Michael Del Gatto, Principal of Carpenter Sellers Del Gatto Architects
- Windom Kimsey, President/CEO of TSK Architects
- Jason Andoscia, Associate Principal of TSK Architects
- Robert Bielasowicz, Associate Principal of Tvsdesign

Chair Bowling said that he appreciated the design team's time.

Member Ricki Barlow expressed his appreciation to the Committee for allowing him to participate in the October 25 design competition presentations via telephone and FaceTime. Member Barlow also recognized the hard work of the Evaluation Team and staff, specifically Mr. Jicinsky and Mr. Ralenkotter, and went on to discuss the importance of the LVCCD Expansion Project to ensure that Las Vegas remain competitive in the global market. Member Barlow also commended TVS Design/Design Las Vegas for the inclusion of local and minority talent in the project work and said that he was looking forward to the completion of the project.

Chair Bowling thanked Member Barlow for his commitment and participation in the October 25 LVCCD Committee meeting.

Member Barlow also thanked City of Las Vegas Neighborhood Outreach Specialist Harry Williams for assisting with his participation during the October 25 LVCCD Committee meeting.

Chair Bowling thanked the Oversight Panel for the guidance and assistance with the selection project, recognized the efforts of staff to ensure transparency and encourage local participation in the project, and stated, "It is evident to me the recommendation by staff and the support of the Oversight Panel meet the intentions and requirements of the legislation passed last year and meets the expectations of the LVCVA to select a designer with the international expertise in convention centers coupled with the knowledge and experience of our local design professionals"

Member Carolyn Goodman moved and it was carried by unanimous vote of the voting members present, including Member Tom Jenkin via telephone, to recommend to the Board of Directors to: 1) Approve the recommendation of the design team TVS Design / Design Las Vegas to provide professional services for the design of the LVCCD Phase Two Expansion Project as presented, and 2) Recommend to the Board of Directors to authorize the President/CEO, or his designee, to enter into negotiations of the professional services agreement with TVS Design / Design Las Vegas.

ITEM B.

Owner's Representative Amendment #3 - Cordell Corporation Contract #4260

Mr. Jicinsky requested that the LVCCD Committee recommend to the Board of Directors to: 1) Approve Amendment #3 to the Cordell Corporation Owner's Representative Agreement for the development of the LVCCD Phase Two Expansion; 2) Approve funding in the amount of \$18,000,000 for the period of January 1, 2018 through December 31, 2021; 3) Authorize the LVCVA President/CEO to execute the contract documents; and 4) Authorize any residual unexpended balances from the Agreement to revert to available capital funds.

Fiscal Impact

FY 2018:	\$2,628,000	Estimated expenditure
FY 2019:	\$5,256,000	Estimated expenditure
FY 2020:	\$5,256,000	Estimated expenditure
FY 2021:	\$3,744,000	Estimated expenditure
FY 2022:	\$1,116,000	Estimated expenditure

Mr. Jicinsky discussed the completed milestones of Mr. Miller and Cordell Corporation and outlined the negotiated scope of work detailed in Amendment #3.

Member Carolyn Goodman inquired about insurance coverage in relation to delays in the project. Luke Puschnig, Legal Counsel, explained that in instances of delays, renegotiations of contracts and reallocation of resources may be necessary. Mr. Puschnig assured Member Goodman that total coverage insurance had been obtained for the project and was not concerned about issues with the Owner's Representative Agreement.

Mr. Miller added that LVCVA policy required insurance coverage from all entities performing services and noted that there was contingency within the project budget to cover any unanticipated delays.

Member Goodman asked who was responsible for overseeing insurance coverage, to which Mr. Miller answered that Cordell and Mr. Puschnig worked together to adhere to LVCVA policies as well as the Nevada Revised Statutes.

Member John Lee expressed his excitement for the marketing of the LVCCD project and requested that Mr. Ralenkotter keep the Board informed of future bookings. Mr. Ralenkotter discussed the future bookings of the facility as well as the preselling of anticipated meeting space. Member Lee inquired about total hotel room capacity as it related to sustaining the demands of future conventions, to which Mr. Ralenkotter discussed anticipated projects and increased room count in the destination.

Chair Bowling discussed the ability to renegotiate contracts based on completion of work and recognized the success, efforts, and transparency of Mr. Miller and Cordell on the project thus far. Chair Bowling also noted that it was important to negotiate contracts in a fair and equitable way.

Member Carolyn Goodman moved and it was carried by unanimous vote of the voting members present to recommend to the Board of Directors to: 1) Approve Amendment #3 to the Cordell Corporation Owner's Representative Agreement for the development of the LVCCD Phase Two Expansion; 2) Approve funding in the amount of \$18,000,000 for the period of January 1, 2018 through December 31, 2021; 3) Authorize the LVCVA President/CEO to execute the contract documents; and 4) Authorize any residual unexpended balances from the Agreement to revert to available capital funds.

SET NEXT MEETING DATE

Chair Chuck Bowling announced the next LVCCD Committee Meeting would be on December 12, 2017, at 8:00 a.m.

DIRECTORS' RECOGNITION

Member Carolyn Goodman and Member Tom Jenkin said that they were excited for the progress of the project.

Chair Chuck Bowling discussed the beneficial impact of the LVCCD on the community and its visitors and said that he was "extremely excited." Chair Bowling also commented on the strength and unity of the Las Vegas community and expressed his appreciation, on behalf of Mandalay Bay, for the community support.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Mr. Evans congratulated TVS Design/Design Las Vegas for their success in being selected as the design team and applauded the team for representing local and minority-owned businesses. Mr. Evans also thanked the Oversight Panel and Panel Chair Ham for their efforts on the LVCCD project, as well as Mr. Jicinsky and Mr. Miller for the inclusion strategy utilized throughout the selection process.

Retired U.S. Air Force Lieutenant Colonel Danny Weddle, recognized Veteran's Day and Aviation Nation at Nellis Air Force Base on November 11.

ADJOURNMENT

Chair Chuck Bowling adjourned the meeting at 9:47 a.m.

Respectfully submitted,

Date Approved: December 12, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Chuck Bowling
LVCCD Committee Chair



**Policy Committee Meeting
Tuesday, November 14, 2017
Minutes**

The Policy Committee Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on November 14, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Policy Committee Members:

Present unless otherwise noted

Mayor John Lee, Committee Chair.....absent
Councilman John Marz
Ms. Kristin McMillan
Mr. Bill Noonan
Councilman George Rapson.....via phone
Commissioner Lawrence Weekly

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO
Luke Puschnig, Esq., CEM, Legal Counsel
Rana Lacer, Chief Financial Officer
Barbara Bolender, Chief Human Resources Officer
Jacqueline Peterson, Chief Communications & Public Affairs Officer
Cathy Tull, Senior Vice President of Marketing
Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES

Acting Chair Kristin McMillan called the meeting to order at 8:01 a.m. A quorum of the members was present at roll call including Member George Rapson via telephone.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

**APPROVAL OF
THE AGENDA**

Member Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson to approve the November 14, 2017, Policy Committee Meeting agenda.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

ITEM A. **Revisions to Board Policies and Policy Committee Charter**

Luke Puschnig, Legal Counsel, recommended that the Policy Committee: 1) Review and approve the new and modified Board Policies and Policy Committee Charter as revised; and 2) Recommend adoption of the new Board Policies and Policy Committee Charter by the LVCVA Board of Directors.

Member John Marz inquired about the potential creation of the position of the President/COO that was discussed at the November 6, 2017, Policy Committee Meeting, to which Mr. Puschnig replied that the item was tabled and not for discussion at this meeting. Acting Chair Kristin McMillan added that the item would be discussed at a future meeting when Committee Chair John Lee was present.

Rossi Ralenkotter, President/CEO, stated that additional items relating to a potential Marketing Committee and a Chief Marketing Officer would be discussed at a future date.

Member Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone to 1) Review and approve the new and modified Board Policies and Policy Committee Charter as revised; and 2) Recommend adoption of the new Board Policies and Policy Committee Charter by the LVCVA Board of Directors.

SET NEXT MEETING DATE

The next meeting will be at the call of the Chair.

DIRECTORS' RECOGNITION

Member Bill Noonan recognized the work of Ralph Piercy and of Piercy Bowler Taylor & Kern.

Acting Chair Kristin McMillan commended Mr. Piercy and Mr. Puschnig in the collaboration and work they both put into preparing the updates to the Board Policies.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Acting Chair Kristin McMillan adjourned the meeting at 8:11 a.m.

Respectfully submitted,

Date Approved: February 13, 2018

Christal Harrison
Assistant to the Board of Directors

Policy Committee Chair



**Regular Meeting of the Board of Directors
November 14, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on November 14, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Board of Directors

Present unless otherwise noted

Commissioner Lawrence Weekly, Chair	Mayor Pro Tem Peggy Leavitt
Mr. Chuck Bowling, Vice Chair	Mr. Gregory Lee
Mr. Bill Noonan, Secretary	Mayor John Lee..... <i>absent</i>
Commissioner Larry Brown, Treasurer	Councilman John Marz
Councilman Ricki Y. Barlow..... <i>absent</i>	Ms. Kristin McMillan
Mayor Carolyn Goodman	Councilman George Rapson..... <i>via telephone</i>
Mr. Tom Jenkin..... <i>absent</i>	Mr. Maurice Wooden..... <i>absent</i>

LVCVA Executive Staff in Attendance	Rossi Ralenkotter, President/CEO
	Luke Puschnig, Esq., CEM, Legal Counsel
	Rana Lacer, Chief Financial Officer
	Jacqueline Peterson, Chief Communications & Public Affairs Officer
	Barbara Bolender, Chief Human Resources Officer
	Cathy Tull, Senior Vice President of Marketing
	Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Chair Lawrence Weekly called the meeting to order at 9:00 a.m. A quorum of the members was present at roll call, including Member George Rapson via telephone.

INVOCATION The invocation was delivered by Ji Haeng Zen Master of the Zen Center of Las Vegas.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Pete Allman, Communications Director of Winds of Freedom Foundation, discussed the documentary *Winds of Freedom*, provided the Board an informational document, and proposed a Las Vegas Peace Conference be held in February to shed a positive light on Las Vegas to the world.

APPROVAL OF THE AGENDA AND MINUTES **Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the November 14, 2017, Regular Meeting of the Board of Directors agenda and the October 10, 2017, Regular Meeting of the Board of Directors minutes.**

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED

Presentation by Applied Analysis: Economic Impact Series

Jeremy Aguero, Principal, Applied Analysis, presented an update entitled “The Importance of Tourism to the Southern Nevada Labor Market.”

This was an information item. Not an action item.

Presentations by the Las Vegas Convention and Visitors Authority Staff

Terry Jicinsky, Senior Vice President of Operations, highlighted SneakerCon Las Vegas at the Las Vegas Convention Center on November 11 and recognized Chair Lawrence Weekly for his involvement in bringing the trade show to Las Vegas.

Mr. Jicinsky highlighted the small trade show holiday season at the Las Vegas Convention Center and recognized:

- Major League Baseball Retail Trade Show – November 14-15
- Superkarts! USA Skusa Pro Tour – November 15-19
- Mecum Collector Car Auctions – November 16-18
- Network Marketing Pro, Inc. GoPro Recruiting Mastery – November 16-18
- Live Design International Show – November 17-19
- 6th Annual National Marijuana Business Conference and Expo – November 15-17

Member Carolyn Goodman entered the meeting at 9:22 a.m.

Cathy Tull, Senior Vice President of Marketing, delivered a video presentation on the following marketing highlights:

- Rock ‘n’ Roll Las Vegas Marathon – November 12
- 18th Annual Latin Grammy Awards – November 16
- NASCAR Champions Week – November 28-30
- Airline Updates:
 - British Airways begins three times weekly service from London, England, to Las Vegas in March 2018.
 - Frontier Airlines begins three times weekly service from San Francisco, California, to Las Vegas from December 2017-April 2018.
 - WestJet announced new service from Ontario, Canada, to Las Vegas
- Marketing Initiatives
 - Vegas Strong messaging and support
 - Food Network Magazine’s article *Thanksgiving on the Strip* – November issue
- LVCVA Awards
 - Travel Weekly Magellan Awards
 - Las Vegas Metro Chamber of Commerce 2017 Business Excellence Award

Member Kristin McMillan discussed the business community’s recognition of the value and impact of the LVCVA in the community, presented the 2017 Business Excellence Award to Rossi Ralenkotter, President/CEO, and congratulated the LVCVA team.

Chair Lawrence Weekly commended the work of the LVCVA in the aftermath of the events of October 1 and recognized Deanne Stoney, Senior Manager of Convention Services, and Jeff Hahn, Surveillance Investigator, for their efforts with the Family Assistance Center at the Las Vegas Convention Center. Chair Weekly also recognized the Marketing and Public Affairs teams for their campaign efforts, thanked Commissioner Marilyn Kirkpatrick for her presentation to the Clark County Commission, and offered a token of appreciation to the LVCVA.

Mr. Ralenkotter thanked the Las Vegas Metro Chamber of Commerce and the Clark County Commission for their recognitions and noted the outreach and support from the community and visitors of the destination.

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

OPERATIONS DIVISION

ITEM 1. **Purchase of Replacement Flatbed / Utility Carts (Joinder) - CT #4498**

Mr. Jicinsky requested the Board of Directors: 1) Award CT #4498 Flatbed/Utility Cart Fleet Replacement to Southwest Toyota Lift of Las Vegas, Nevada, in the estimated amount of \$635,000; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

Fiscal Impact

FY 2018 \$635,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Award CT #4498 Flatbed/Utility Cart Fleet Replacement to Southwest Toyota Lift of Las Vegas, Nevada, in the estimated amount of \$635,000; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

GENERAL GOVERNMENT DIVISION

ITEM 2. **Quarterly Budget and Statistical Report**

Rana Lacer, Chief Financial Officer, presented the LVCVA Budget and Statistical Report for the quarter ending September 30, 2017.

This was an information item. Not an action item.

ITEM 3. **Quarterly Collection Allocation**

Ms. Lacer notified the Board of Directors that room tax collection allocation amounts for the fourth quarter of fiscal year 2018 is estimated to be \$6,990,245.

Fiscal Impact

FY 2018 \$6,990,245 Expenditure

This was an information item. Not an action item.

ITEM 4. **2017B Revenue Refunding Bond Resolution**

Ed Finger, Senior Vice President of Finance, requested the Board of Directors: 1) Approve the 2017B Bond Resolution authorizing the issuance of revenue refunding bonds of the LVCVA; 2) Authorize the Chair of the Board to sign the Resolution; and 3) Provide for authorization for all other matters relating thereto as defined in the Resolution.

Fiscal Impact

FY 2018 \$350,000 Estimated expenditures for costs of issuance

ITEM 5. **2017C General Obligation Refunding Bond Resolution**

Mr. Finger requested the Board of Directors: 1) Approve the 2017C Bond Resolution authorizing the issuance of general obligation refunding bonds of the LVCVA; 2) Authorize the Chair of the Board to sign the resolution; and 3) Provide for authorization for all other matters relating thereto as defined in the Resolution.

Fiscal Impact

FY 2018 \$475,000 Estimated expenditures for costs of issuance

Secretary Bill Noonan congratulated the Finance Department for their efforts in seeking opportunities for significant savings.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to combine and approve items 4-5 as presented by staff.

ITEM 6. **Establishment of Position of Vice President of Internal Audit and Change to Audit Committee Charter and Internal Audit Charter**

Barbara Bolender, Chief Human Resources Officer, recommended that the LVCVA Board of Directors: 1) Approve the establishment of an "E" level position of Vice President of Internal Audit with the salary range and benefits of an "E-4" position; 2) Modify the Audit Committee Charter and Internal Audit Charter to reflect the change; and 3) Authorize the President/CEO to make the necessary changes to internal policy.

Secretary Bill Noonan discussed the importance of "upgrading" the position title and the position responsibilities.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve the establishment of an "E" level position of Vice President of Internal Audit with the salary range and benefits of an "E-4" position; 2) Modify the Audit Committee Charter and Internal Audit Charter to reflect the change; and 3) Authorize the President/CEO to make the necessary changes to internal policy.

ITEM 7. **Legal Counsel's Report and Recommendation(s)**

Luke Puschnig, Legal Counsel, disclosed;

- On or about October 10, 2017, the LVCVA was served with a lawsuit by Clark County Nevada resident Jonathan Garcia claiming that he was injured at the 2015 Mr. Olympia tradeshow. The LVCVA has tendered the defense of this action to the tradeshow and its insurance company and as of this date the tender has not been accepted and may necessitate changes to our lease with this Lessee. The LVCVA will vigorously defend this matter in that the LVCVA only owns the property where the alleged injury occurred.
- On or about March 10, 2016, the LVCVA was served with a lawsuit filed by Ms. Angella Ann Everett claiming injuries as a result of one of her co-employees allegedly dropping a light fixture on her. On October 25, 2017, Eighth Judicial District Court Judge Richard Scotti granted the LVCVA's Motion for Summary Judgment, primarily on immunity grounds. The National Association of Broadcaster's insurance company accepted the tender of defense of this matter early on and the LVCVA has not had to expend any fees or costs.

This was an information item. Not an action item.

COMMITTEES

ITEM 8. **Audit Committee Report**

The Audit Committee met on October 24, 2017, to discuss items A-E.

No action required on items A-B and E.

Item A. Internal Auditor's Report

Item B. Internal Audit Plan

Item E. Annual Audit Committee Update

Committee Chair Noonan noted the resignation of Mike Bond, former Director of Internal Audit, and recognized Jerry Carroll, Internal Audit Consultant, for his assistance in the interim.

Mr. Carroll thanked Committee Chair Noonan for the opportunity to work with the LVCVA, as well as Mr. Ralenkotter and staff for welcoming him to the team.

Committee Chair Noonan presented a report to the Board summarizing items A and B.

Committee Chair Noonan presented a report and provided the Committee's recommendations to the Board of Directors for items C and D.

Item C. Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2017

Item D. Resolution to Augment Fiscal Year 2018 Budget

Fiscal Impact

Item D:

FY 2018

Increase General Fund budgeted resources by \$27,755,281; and
Increase General Fund appropriations by \$13,700,000; and
Increase General Fund ending fund balance by \$14,055,281; and
Increase Capital Projects Fund budgeted resources by \$20,846,062; and
Increase Capital Projects Fund appropriations by \$20,845,500; and
Increase Capital Projects Fund ending fund balance by \$562; and
Increase NDOT Fund budgeted resources by \$200,000; and
Increase NDOT Fund appropriations by \$200,000; and
Increase LVCCD Capital Fund budgeted resources by \$312,040,630; and
Increase LVCCD Capital Fund ending fund balance by \$312,040,630; and
Increase Debt Service Fund budgeted resources by \$10,838,606; and
Increase Debt Service Fund appropriations by \$10,838,606

Committee Chair Noonan recognized Ralph Piercy of Piercy Bowler Taylor & Kern (PBTK) in the audience.

Mr. Piercy discussed the external audit performed by PBTK and noted that it was his last year as the Engagement Principal for the LVCVA's external audit.

Ms. Lacer provided a PowerPoint presentation summarizing item C.

Committee Chair Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve Item C. Comprehensive Annual Financial Report Fiscal Year Ended June 30, 2017.

Ms. Lacer provided a PowerPoint presentation summarizing item D.

Treasurer Larry Brown inquired about the budgeting process for the partnership with the University of Nevada, Las Vegas, in relation to the Presidential Debate, to which Ms. Lacer explained the impact of the partnership to the budget and budgeting process. Treasurer Brown also asked about special event funding in relation to professional sports, to which Ms. Lacer outlined the specific categories for special event funding and noted that staff had discussed potential reserve funds in future budgeting processes. Mr. Ralenkotter added that special event analyses were being conducted in order to determine funding strategies.

Chair Lawrence Weekly expressed his concerns in relation to education funding. Ms. Lacer elaborated on the room tax distribution to education in the State of Nevada and Clark County.

Member Carolyn Goodman discussed the distribution of funds to education from room tax collection, to which Ms. Lacer outlined the percentages of room tax dollars distributed to school construction in the State of Nevada School Supplementary Fund. Member Goodman inquired about the impact of the economy on education funding, to which Ms. Lacer explained how the 2009 legislation of additional room tax dollars to education was distributed. Mr. Ralenkotter also noted that large amounts of funds had been generated from room tax collection for education. Member Goodman stated, "We've been putting more and more money in from room tax dollars to construction, but the quality of education has continued to deteriorate to the point where we are."

Committee Chair Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve Item D. Resolution to Augment Fiscal Year 2018 Budget.

Committee Chair Noonan presented a report to the Board summarizing item E.

ITEM 9.

Policy Committee Report

The Policy Committee met on November 6, 2017, to discuss items A and B.

No action required on items A and B.

Item A. Revisions to Board Policies and Policy Committee Charter

Item B. Modification to C-Suite Executive Level Staffing Plan – President/Chief Operating Officer – Change to Board Policies

The Policy Committee met again on November 14, 2017, at 8AM to discuss item A.

Acting Committee Chair Kristin McMillan presented a report and provided the Committee's recommendation to the Board of Directors for item A.

Item A. Revisions to Board Policies and Policy Committee Charter

Acting Committee Chair McMillan recognized the Policy Committee members and the work of Mr. Piercy and PBTK.

Member Peggy Leavitt inquired about Board member interest in serving on specific Committees, to which Acting Committee Chair McMillan answered that it was addressed in the recommended changes to the Board Policies.

Vice Chair Bowling thanked the Policy Committee members for their efforts in the evaluation of the Board Policies and commented on the importance of Board member travel with the LVCVA.

Vice Chair Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve Item A. Revisions to Board Policies and Policy Committee Charter.

ITEM 10.

Las Vegas Convention Center District Committee Report

The Las Vegas Convention Center District (LVCCD) Committee met on October 25, 2017, to discuss items A and B.

Committee Chair Chuck Bowling presented a report to the Board of Directors on items A and B.

No action required on items A and B.

Item A. Report on Compliance with Senate Bill 1 of the 2017 Nevada Legislative Session

Item B. Las Vegas Convention Center District Design Competition Presentations

The LVCCD Committee met again on November 7, 2017, to discuss items A and B.

Committee Chair Bowling presented a report and provided the Committee's recommendation to the Board of Directors for item A.

Item A. LVCCD - Phase Two Expansion Design Team Recommendation

Fiscal Impact

Item A:

In accordance with Nevada Administrative Code Chapter 623, Article 623.800, the prospective designer may not submit professional fees or compensation rates until after the designer has been selected based upon their qualifications and their demonstrated competence to perform the services solicited. The negotiated contract for professional design services, including scope, schedule, and fees, will be brought back to the Board at a future meeting for final approval.

Committee Chair Bowling recognized the presentation and expertise of TVS Design/Design Las Vegas, as well as the work of the Oversight Panel for Convention Facilities in Clark County, and welcomed Oversight Panel Chair Bill Ham to the podium.

Oversight Panel Chair Ham discussed the collaboration of the public and private sectors of the community throughout the selection process and expressed his support of the selection of TVS Design/Design Las Vegas for the LVCCD Phase Two Expansion Project.

Committee Chair Bowling discussed the qualifications of TVS Design/Design Las Vegas, the incorporation of local talent, and outlined the approval process as stated in the Nevada Administrative Code. Committee Chair Bowling also recognized Rob Svedberg, Principal of Tvsdesign.

Member John Marz stated, "I was incredibly impressed with the quality and creativity of all three groups that presented and their expertise in building and design were really noticeable." Member Marz congratulated TVS Design/Design Las Vegas.

Member Carolyn Goodman commended TVS Design/Design Las Vegas for the incorporation of local minority, veteran, and women owned businesses. Vice Chair Bowling noted that the design team exceeded the inclusion requirements of the bid.

Chair Weekly congratulated TVS Design/Design Las Vegas and commented on the creativity of all the design team finalists. Chair Weekly also expressed his excitement for the future of the LVCCD project and thanked the LVCCD Committee members for their dedication.

Committee Chair Bowling thanked Treasurer Larry Brown for serving on the Evaluation Committee.

Treasurer Brown said that he enjoyed the collaboration of the Evaluation Committee and staff and expressed his support for the selection of TVS Design/Design Las Vegas.

Member Carolyn Goodman moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve Item A Las Vegas Convention Center District - Phase Two Expansion Design Team Recommendation.

Mr. Svedberg thanked the Board, the Evaluation Committee, and the Oversight Panel for the opportunity and acknowledged the following team members in the audience:

- Robert Bielamowicz, Associate Principal of Tvsdesign
- Emanuele Arguelles, Principal of KME Architects
- Melvin Green, Principal of KME Architects
- Sean Coulter, Principal of Simpson Coulter Studio
- Wade Simpson, Principal of Simpson Coulter Studio
- Rick Sellers, Principal of Carpenter Sellers Del Gatto Architects
- Michael Del Gatto, Principal of Carpenter Sellers Del Gatto Architects
- Windom Kimsey, President/CEO of TSK Architects

Committee Chair Bowling welcomed the design team and said he was excited for the future of the project.

Committee Chair Bowling presented a report and provided the Committee's recommendation to the Board of Directors for item B.

Item B. Owner's Representative Amendment #3 - Cordell Corporation Contract #4260

Fiscal Impact

Item B:

FY 2018:	\$2,628,000	Estimated expenditure
FY 2019:	\$5,256,000	Estimated expenditure
FY 2020:	\$5,256,000	Estimated expenditure
FY 2021:	\$3,744,000	Estimated expenditure
FY 2022:	\$1,116,000	Estimated expenditure

Chair Weekly expressed his appreciation of the responsiveness of Terry Miller, LVCVA Owner's Representative, and emphasized the importance of the utilization of local talent, small and minority owned businesses, as well as transparency throughout the process. Chair Weekly also commented on the importance of representing the Las Vegas brand.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve Item B. Owner's Representative Amendment #3 - Cordell Corporation Contract #4260.

DIRECTORS' RECOGNITION

Member Peggy Leavitt commented on the amount of information discussed during the meeting and commended staff on their presentations.

Member Carolyn Goodman discussed the Las Vegas Raiders Stadium Groundbreaking Ceremony on November 13 and recognized the participation of Mark Davis, Owner of the Oakland Raiders, as well as his mother, Carol Davis. Member Goodman also commented on the success of the Downtown Loop, future upgrades to the Fremont Street Experience canopy, and potential marketing for the United Soccer League.

Member Kristin McMillan thanked Mr. Piercy for his service to the LVCVA. Member McMillan invited the Board to the Las Vegas Metro Chamber of Commerce Board of Trustees 2018 Installation Luncheon on December 13 to recognize Secretary Bill Noonan's accomplishments as the 2017 Chairman of the Board, as well as welcome Michael Bolognini, Market Vice President of Cox Communications, as the 2018 Chairman of the Board. Member McMillan also recognized the 2017 Customer Service Excellence Luncheon on November 29 and wished everyone a peaceful Thanksgiving.

Member John Marz thanked the Policy Committee members for their collaboration and recommendations on changes to the Board Policies.

Member Gregory Lee recognized Gold Butte National Monument and discussed potential investment in “missed opportunities” for visitors in the destination.

Treasurer Larry Brown reported on his first international trip on behalf of the LVCVA to the World Travel Market London on November 6-8. Treasurer Brown complimented the efforts of Cathy Tull, Senior Vice President of Marketing, LVCVA’s United Kingdom team, as well as the hotel partners in attendance and emphasized the competitiveness of the industry and the importance of Board member travel on behalf of the LVCVA.

Member Carolyn Goodman added that traveling on behalf of the LVCVA was vigorous and emphasized the importance of the convention industry to Las Vegas and the State of Nevada.

Secretary Bill Noonan also encouraged Board attendance at the Las Vegas Metro Chamber of Commerce Board of Trustees 2018 Installation Luncheon on December 13 to recognize Member McMillan’s accomplishments as President/CEO of the Chamber and to wish her best of luck in her future endeavors upon her resignation at the end of December. Secretary Noonan also commented that the Boyd Gaming Board of Directors commended the efforts of the LVCVA and R&R Partners after the events of October 1.

Vice Chair Chuck Bowling commented on the success of the Rock ‘n’ Roll Las Vegas Marathon on November 12, the Las Vegas Raiders Stadium Groundbreaking Ceremony, and the relocation of the Women’s National Basketball Association’s San Antonio Stars to Mandalay Bay in the spring of 2018, as well as the announcement of the team’s new name and logo on December 11. Vice Chair Bowling also thanked the Board, LVCVA, and Las Vegas community for their support and strength after the events of October 1.

Chair Lawrence Weekly thanked Secretary Noonan, Member McMillan, and Vice Chair Bowling for their Committee reports, LVCVA staff for their presentations, Member Goodman and Councilman Bob Coffin for their participation in the Rock ‘n’ Roll Marathon ribbon cutting, and those involved with the Las Vegas Raiders Stadium Groundbreaking Ceremony, specifically Commissioner Steve Sisolak. Chair Weekly recognized November as National Adoption Awareness Month and announced the launch of his podcast series *Relative Unknown* on November 8.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 11:15 a.m.

Respectfully submitted,

Date Approved: December 12, 2017

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair



**Las Vegas Convention Center District
Committee Meeting
December 12, 2017
Minutes**

The Las Vegas Convention Center District (LVCCD) Committee of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on December 12, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Las Vegas Convention Center District Committee Members:

Present unless otherwise noted.

Mr. Chuck Bowling, Chair
Councilman Ricki Barlow
Commissioner Larry Brown
Mayor Carolyn Goodman
Mr. Tom Jenkin
Mayor John Lee
Ms. Kristin McMillan

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO
Luke Puschnig, Esq., CEM, Legal Counsel
Rana Lacer, Chief Financial Officer
Jacqueline Peterson, Chief Communications & Public Affairs Officer
Barbara Bolender, Chief People Officer
Cathy Tull, Senior Vice President of Marketing
Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Chair Chuck Bowling called the meeting to order at 8:02 a.m. A quorum of the members was present at roll call, including member Ricki Barlow via telephone.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

**APPROVAL OF
THE AGENDA
AND MINUTES**

Member Carolyn Goodman moved and it was carried by unanimous vote of the voting members present, including Member Ricki Barlow via telephone, to approve the December 12, 2017, LVCCD Committee Meeting agenda and the November 7, 2017, LVCCD Committee Meeting minutes.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

ITEM A.

Las Vegas Convention Center District Phase Two TVS Design Professional Services Agreement

Terry Jicinsky, Senior Vice President of Operations, requested the LVCCD Committee recommend to the Board of Directors to: 1) Approve the expenditure of \$59,835,000 inclusive of a fixed fee amount of \$51,835,000 and an LVCVA controlled contingency amount of \$8,000,000 for the period of December 12, 2017 through December 31, 2021 and approve the TVS Design Professional Services Agreement to provide professional services for the design of the LVCCD Phase Two project; 2) Authorize the LVCVA President/CEO, or his designee, to execute the contract documents; and 3) Authorize any residual unexpended balances from the Agreement to revert to available LVCCD funds.

Fiscal Impact

FY 2018	\$12,000,000	Estimated expenditure
FY 2019	\$25,835,000	Estimated expenditure
FY 2020	\$15,000,000	Estimated expenditure
FY 2021	\$ 7,000,000	Estimated expenditure

Terry Miller, LVCVA Owner's Representative, delivered a PowerPoint presentation outlining the negotiations of the contract with TVS Design.

Member Carolyn Goodman inquired about the timeline of the subcontractor selection, to which Mr. Miller answered that a staffing plan was developed to determine the timeline and scope of work. Member Goodman also asked about the purchasing and delivery of steel needed for the project, to which Mr. Miller explained that it would be one of the responsibilities of the construction-manager-at-risk (CMAR).

Member Kristin McMillan requested clarification on the responsibilities in management of the project. Mr. Miller explained that Cordell Corporation was responsible for the management of the project on behalf of the LVCVA, but that the LVCVA was the ultimate authority. Member McMillan discussed the minority, women, and veteran owned and local business inclusion requirements of the project and inquired about a potential penalty for not meeting such percentage requirements. Mr. Miller discussed the commitment of TVS Design to meet such requirements, to which Ms. McMillan requested periodic presentations to the Board in regards to meeting those requirements.

Ms. McMillan also inquired about the indemnification clause in the agreement in regards to specifically referring to the Board, to which Luke Puschnig, Legal Counsel, agreed to add to the language of the contract.

Chair Chuck Bowling expressed his appreciation to staff for their report and discussed the successful contract negotiations for the LVCCD Phase Two Project.

Bill Ham, Oversight Panel for Convention Facilities in Clark County Chairman, also discussed the thoroughness of the contract negotiations, stated his support of TVS Design, and expressed his excitement for the project.

Member Ricki Barlow entered the meeting at 8:29 a.m.

Chair Bowling expressed his appreciation to Oversight Panel Chair Ham and the Oversight Panel for their dedication and efforts.

Member Kristin McMillan moved and it was carried by unanimous vote of the voting members present to recommend to the Board of Directors to: 1) Approve the expenditure of \$59,835,000 inclusive of a fixed fee amount of \$51,835,000 and an LVCVA controlled contingency amount of \$8,000,000 for the period of December 12, 2017 through December 31, 2021 and approve the TVS Design Professional Services Agreement to provide professional services for the design of the LVCCD Phase Two project; 2) Authorize the LVCVA President/CEO, or his designee, to execute the contract documents; and 3) Authorize any residual unexpended balances from the Agreement to revert to available LVCCD funds.

SET NEXT MEETING DATE

The next LVCCD Committee Meeting will be at the call of the Chair.

DIRECTORS' RECOGNITION

There were no comments from the Directors.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Kenneth Evans, President of the Urban Chamber of Commerce, expressed his gratitude to the Committee, Mr. Jicinsky, Mr. Miller, and Oversight Panel Chair Ham for exceeding the diversity and inclusion requirements of the LVCCD Phase Two Expansion Project, as well as Member Kristin McMillan for her questions throughout the meeting.

ADJOURNMENT

Chair Chuck Bowling adjourned the meeting at 8:32 a.m.

Respectfully submitted,

Date Approved: March 1, 2018

Courtney Lipski
Executive Assistant to the Board of Directors

LVCCD Committee Chair



**Regular Meeting of the Board of Directors
December 12, 2017
Minutes**

The Regular Meeting of the Board of Directors of the Las Vegas Convention and Visitors Authority (LVCVA) was held on December 12, 2017, at the Las Vegas Convention Center, 3150 Paradise Road, Las Vegas, Nevada 89109. This meeting was properly noticed and posted in compliance with the Nevada Open Meeting Law.

Board of Directors

Present unless otherwise noted

Commissioner Lawrence Weekly, Chair
Mr. Chuck Bowling, Vice Chair
Mr. Bill Noonan, Secretary
Commissioner Larry Brown, Treasurer
Councilman Ricki Y. Barlow
Mayor Carolyn Goodman
Mr. Tom Jenkin

Mayor Pro Tem Peggy Leavitt
Mr. Gregory Lee
Mayor John Lee
Councilman John Marz
Ms. Kristin McMillan
Councilman George Rapson.....*via telephone*
Mr. Maurice Wooden

LVCVA Executive Staff in Attendance

Rossi Ralenkotter, President/CEO
Luke Puschnig, Esq., CEM, Legal Counsel
Rana Lacer, Chief Financial Officer
Jacqueline Peterson, Chief Communications & Public Affairs Officer
Barbara Bolender, Chief People Officer
Cathy Tull, Senior Vice President of Marketing
Terry Jicinsky, Senior Vice President of Operations

OPENING CEREMONIES – CALL TO ORDER

Vice Chair Chuck Bowling called the meeting to order at 9:01 a.m. A quorum of the members was present at roll call, including Member George Rapson via telephone.

INVOCATION The invocation was delivered by Reverend Dr. Robert Fowler of Victory Missionary Baptist Church.

FLAG SALUTE The Pledge of Allegiance followed the invocation.

COMMENTS FROM THE FLOOR BY THE PUBLIC

There were no comments from the floor by the public.

APPROVAL OF THE AGENDA AND MINUTES **Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the December 12, 2017, Regular Meeting of the Board of Directors agenda and the November 14, 2017, Regular Meeting of the Board of Directors minutes.**

Chair Lawrence Weekly entered the meeting at 9:03 a.m.

PRESENTATIONS – DISCUSSION AND POSSIBLE ACTION

PRESENTED

Presentation by Cox Business/Hospitality Network Vice President

Derrick Hill, Cox Business/Hospitality Network Las Vegas Vice President, delivered a PowerPoint presentation on the partnership of Cox Business and the LVCVA.

Vice Chair Bowling thanked Mr. Hill and commented on the partnership between the LVCVA and Cox Business, as well as Cox Business' continued efforts to meet the needs and expectations of the LVCVA and its clients.

Member Carolyn Goodman commended the quality and service of Cox Business at the Las Vegas Convention Center (LVCC).

Rossi Ralenkotter, President/CEO, commented on the importance of partnerships and thanked Cox Business for their dedication.

This was an information item. Not an action item.

Presentations by the Las Vegas Convention and Visitors Authority Staff

Barbara Bolender, Chief People Officer, introduced the Board to the LVCVA's new internal company culture initiative, *Making Vegas Happen*. Ms. Bolender also announced the rebranding of the Human Resources Department with the renaming of the department to the People and Possibilities Department (P²).

Member John Lee expressed his support of the new cultural initiatives, noted Ms. Bolender's assistance with the rebranding of North Las Vegas' Human Resources Department, and discussed the positive working environment at the LVCC by noting his father's past employment.

Terry Jicinsky, Senior Vice President of Operations, delivered a video presentation on the following operations highlights:

- Cowboy Christmas – December 7-16
- LVCC Expansion Ceremony – January 8, 2018
- Crossroads of the West Gun Show – December 16-17
- Cashman Center turnover to the City of Las Vegas

Cathy Tull, Senior Vice President of Marketing, delivered a video presentation on the following marketing highlights:

- National Finals Rodeo (NFR) – December 7-16
- Las Vegas Bowl – December 16
- America's Party – December 31
- Vegas Strong Benefit Concert – December 1
- Las Vegas Great Santa Run – December 2
- Airline Updates:
 - One-year anniversary celebrations of Hainan Airlines' inaugural nonstop flight from Beijing, China, to Las Vegas
 - Spirit Airlines begins new service from Columbus, Ohio, to Las Vegas beginning in February, and new services from Orlando and Tampa, Florida, to Las Vegas beginning in April
- Marketing Initiatives
 - 18th Annual Latin Grammy Awards – November 16
 - *Vegas Alter Your Reality* virtual reality marketing program
 - Harper's Bazaar UK's *The Ultimate Guide to Las Vegas: How to Do it with Glamour*
 - ELLE Mexico's fashion shoot at the Nobu Villa in Caesars Palace

Rana Lacer, Chief Financial Officer, discussed the LVCVA's refunding bond sales as well as the impact of potential federal tax bills.

Jacqueline Peterson, Chief Communications & Public Affairs Officer, delivered a PowerPoint presentation on the following public affairs highlights:

- Media initiatives in November
- KLAS-TV's *Talking Tourism* featuring Mr. Ralenkotter – December 14
- Las Vegas Lineup Exhibition at Clark County Libraries

Mr. Ralenkotter noted the community outreach programs of NFR, the Las Vegas Bowl, the Las Vegas 51s, the Vegas Golden Knights, as well as future community outreach of the Las Vegas Raiders, and Las Vegas Aces.

Mr. Ralenkotter also presented Chair Lawrence Weekly with the United States Secret Service Director's Award recognizing the LVCVA's efforts with the 2016 Final Presidential Debate. Mr. Ralenkotter recognized the efforts of Ray Suppe, Executive Director of Customer Safety, Valarie Segarra, Executive Director of Strategic Initiatives, Ms. Lacer, Ed Finger, Senior Vice President of Finance, and R&R Partners.

Chair Weekly presented Member Kristin McMillan with a token of appreciation for her years of service to the LVCVA.

Secretary Bill Noonan recognized Member McMillan for her leadership in the community.

Member McMillan discussed the partnership between the LVCVA and the Las Vegas Metro Chamber of Commerce, emphasized the importance of the LVCVA for the Las Vegas community, and thanked Mr. Ralenkotter and staff for their partnership.

This was an information item. Not an action item.

STAFF REPORTS – DISCUSSION AND POSSIBLE ACTION

MARKETING DIVISION

ITEM 1. Surface Transportation Update

Ms. Tull introduced representatives from the LVCVA's surface transportation consultant firms.

Ryan Arnold, President of ARC Consulting presented a surface transportation update to the LVCVA Board of Directors.

Member Carolyn Goodman discussed the potential widening of I-15 from Barstow, California, to Nevada and encouraged Mr. Arnold to request convention clients assist in lobbying efforts.

Secretary Bill Noonan expressed his support of the US-95 City Parkway Slip Ramp and encouraged Rudy Malfabon, Director of the Nevada Department of Transportation (NDOT) in the audience, to utilize local resources to advocate for the slip ramp to the Federal Highway Administration.

Chair Lawrence Weekly requested Mr. Arnold provide a copy of his presentation to the Board in order to inform the community of any updates or future projects.

Chair Weekly and Member Ricki Barlow encouraged Mr. Malfabon's consideration of aesthetic enhancements to the Spaghetti Bowl.

Member John Lee noted Treasurer Larry Brown's efforts as the Regional Transportation Commission Board Chairman and expressed his appreciation to Mr. Malfabon and Tracy Larkin-Thomason, NDOT's Deputy Director of Southern Nevada, for their leadership in Southern Nevada and partnership with North Las Vegas.

Suzanne Sullivan and Jim Kolb of SB Capitol Solutions, continued the surface transportation update presentation to the Board.

Member John Marz inquired about the coordination with local municipalities on transportation projects, to which Mr. Arnold confirmed that he worked directly with local and federal entities to discuss transportation needs and projects.

This was an information item. Not an action item.

ITEM 2. **International Tourism Bourse (ITB) – Berlin, Germany – March 7-11, 2018**

Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$189,000 for expenses associated with the LVCVA exhibiting at International Tourism Bourse (ITB), March 7-11, 2018, in Berlin, Germany; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018	\$189,000	Estimated expenditure
	<u>(\$ 6,000)</u>	Estimated revenue from partner contributions
	\$183,000	Estimated net expenditure to LVCVA

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Approve an estimated expenditure of \$189,000 for expenses associated with the LVCVA exhibiting at ITB, March 7-11, 2018, in Berlin, Germany; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 3. **Big League Weekend Series – March 17-18, 2018**

Ms. Tull requested the Board of Directors: 1) Approve an estimated expenditure of \$300,000 to sponsor the 2018 Big League Weekend to be held at Cashman Field, March 17-18, 2018; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balance from this authorization to revert to available general funds.

Fiscal Impact

FY 2018	\$300,000	Estimated expenditure
	<u>(\$117,500)</u>	Estimated revenue
	\$182,500	Estimated net cost to LVCVA

Treasurer Larry Brown disclosed his employment with the Las Vegas 51s and announced his abstention from voting on item 3.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, with the exception of Treasurer Larry Brown who abstained, to: 1) Approve an estimated expenditure of \$300,000 to sponsor the 2018 Big League Weekend to be held at Cashman Field, March 17-18, 2018; 2) Authorize the LVCVA President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balance from this authorization to revert to available general funds.

ITEM 4. **Fremont Street Experience – Event Approvals – NASCAR RaceJam Weekend, March 2-4, 2018 - Downtown Rocks Concert Series, May-September 2018**

Ms. Tull requested the Board of Directors approve the distribution of funds to Las Vegas Events (LVE) in the amount of \$265,000 to sponsor two events that will be held at the Fremont Street Experience in Downtown Las Vegas:

- NASCAR RaceJam Weekend, March 2-4, 2018 - \$105,000
- Downtown Rocks Concert Series, May-September, 2018 - \$160,000

Fiscal Impact

FY 2018 \$265,000 Estimated expenditure

Member Carolyn Goodman inquired about the second Las Vegas NASCAR race, to which Ms. Tull noted that the second race would be a separate discussion.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the distribution of funds to LVE in the amount of \$265,000 to sponsor two events that will be held at the Fremont Street Experience in Downtown Las Vegas: NASCAR RaceJam Weekend, March 2-4, 2018 - \$105,000 and Downtown Rocks Concert Series, May-September, 2018 - \$160,000.

ITEM 5. **Las Vegas Events – Laughlin Event Approval – Chris Stapleton Concert – March 24, 2018 – Luke Bryan Concert – April 7, 2018**

Ms. Tull requested the Board of Directors approve the distribution of funds to LVE in the amount of \$225,000 to sponsor two events that will be held at the Laughlin Event Center:

- Chris Stapleton Concert, March 24, 2018 - \$100,000
- Luke Bryan Concert, April 7, 2018 - \$125,000

Fiscal Impact

FY 2018 \$225,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve the distribution of funds to LVE in the amount of \$225,000 to sponsor two events that will be held at the Laughlin Event Center: Chris Stapleton Concert, March 24, 2018 - \$100,000 and Luke Bryan Concert, April 7, 2018 - \$125,000.

OPERATIONS DIVISION

ITEM 6. **Environmental Consulting Services for Groundwater Remediation System Design - Contract #4497**

Mr. Jicinsky requested the Board of Directors: 1) Award contract #4497, Environmental Consulting Services for Groundwater Remediation System Design, to Terracon Consultants Inc., of Las Vegas, Nevada, in the estimated amount of \$275,000; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

Fiscal Impact

FY 2018 \$275,000 Estimated expenditure

Chair Lawrence Weekly inquired about Terracon Consultants' remediation on the Riviera site and potential risks in the future, to which Mr. Jicinsky confirmed that Terracon Consultants had completed remediation on the Riviera site and he did not anticipate further issues prior to beginning the Las Vegas Convention Center District (LVCCD) Phase Two Expansion Project.

Vice Chair Chuck Bowling and Mr. Jicinsky clarified that the contaminants on the Riviera site were different from the contaminants noted in item 6 in that they qualified for government funding, whereas this particular remediation would not result in such funding.

Member Gregory Lee asked about the budget for the remediation, to which Mr. Jicinsky outlined the projected cost of such remediation.

Member John Lee left the meeting at 10:28 a.m.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Award contract #4497, Environmental Consulting Services for Groundwater Remediation System Design, to Terracon Consultants Inc., of Las Vegas, Nevada, in the estimated amount of \$275,000; 2) Authorize the President/CEO to execute the contract documents; and 3) Authorize any residual unexpended balances from this authorization to revert to available capital funds.

GENERAL GOVERNMENT DIVISION

ITEM 7. **JNA Consulting Group Contract #4102 Financial Advisory Services**

Ms. Lacer requested the Board of Directors: 1) Award contract #4102 for Financial Advisory Services to JNA Consulting Group, LLC, Boulder City, Nevada, in the estimated annual amount of \$200,000 for the initial period of April 9, 2018, through April 8, 2019; 2) Authorize the President/CEO to execute the contract documents; 3) Authorize the President/CEO to execute three (3) additional one-year contract extensions, upon mutual agreement; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018 \$200,000 Estimated expenditure

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Award contract #4102 for Financial Advisory Services to JNA Consulting Group, LLC, Boulder City, Nevada, in the estimated annual amount of \$200,000 for the initial period of April 9, 2018, through April 8, 2019; 2) Authorize the President/CEO to execute the contract documents; 3) Authorize the President/CEO to execute three (3) additional one-year contract extensions, upon mutual agreement; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 8. **Sherman & Howard, LLC, and Stradling Yocca Carlson & Rauth – RFP #18-4484 Bond and Disclosure Counsel Services**

Ms. Lacer requested the Board of Directors: 1) Award RFP #18-4484, Bond and Disclosure Counsel Services to Sherman & Howard, LLC, and Stradling Yocca Carlson & Rauth, Reno, Nevada, in the combined estimated amount of \$300,000 for the initial period of January 1, 2018, through December 31, 2018; 2) Authorize the President/CEO to execute the contract documents; 3) Authorize the President/CEO to execute three (3) additional one-year contract extensions according to the RFP documents, upon mutual agreement; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018 \$300,000 Estimated expenditure

Chair Lawrence Weekly inquired about the bond counsel services in relation to the general obligation bonds and asked if a disclosure was needed, to which Ms. Lacer answered that either firm could be utilized. Luke Puschnig, Legal Counsel, confirmed that a disclosure was not necessary. Chair Weekly also inquired about the special transactions, to which Ms. Lacer explained by noting the intricacies of the municipal bond market and government bills.

Secretary Bill Noonan noted that it was beneficial to have the expertise of both firms due to the complexities in the market and noted that both firms had Las Vegas offices.

Member Maurice Wooden inquired about the fees of both firms, to which Ms. Lacer answered that the fees were the same for both firms.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Award RFP #18-4484, Bond and Disclosure Counsel Services to Sherman & Howard, LLC, and Stradling Yocca Carlson & Rauth, Reno, Nevada, in the combined estimated amount of \$300,000 for the initial period of January 1, 2018, through December 31, 2018; 2) Authorize the President/CEO to execute the contract documents; 3) Authorize the President/CEO to execute three (3) additional one-year contract extensions according to the RFP documents, upon mutual agreement; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

ITEM 9.

RFP #18-4482 Federal Government Relations Representative

Ms. Peterson requested the Board of Directors: 1) Award RFP #18-4482, Federal Government Relations Representative to Brownstein Hyatt Farber Schreck, LLP, Las Vegas, NV, for the period of December 13, 2017 – June 30, 2023, at the rate of \$15,000 per month with an annual budget for extraordinary expenses not to exceed \$10,000; 2) Authorize the President/CEO to execute the contract documents; 3) Authorize the President/CEO to execute two (2) additional one-year contract extensions according to the RFP documents, upon mutual agreement; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Fiscal Impact

FY 2018	\$ 99,500	Estimated expenditure
FY 2019-2023:	\$900,000	Estimated expenditure

Chair Lawrence Weekly inquired about the reasoning for a long term contract and potential re-negotiations of price due to excessive workload, to which Ms. Peterson noted the budget security of the contract and discussed the out-clause and extraordinary use clause of the contract.

Secretary Bill Noonan disclosed his initial concerns with the long term contract, expressed his support by noting his extensive discussions with staff, and cautioned the length of future contracts.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to: 1) Award RFP #18-4482, Federal Government Relations Representative to Brownstein Hyatt Farber Schreck, LLP, Las Vegas, NV, for the period of December 13, 2017 – June 30, 2023, at the rate of \$15,000 per month with an annual budget for extraordinary expenses not to exceed \$10,000; 2) Authorize the President/CEO to execute the contract documents; 3) Authorize the President/CEO to execute two (2) additional one-year contract extensions according to the RFP documents, upon mutual agreement; and 4) Authorize any residual unexpended balances from this authorization to revert to available general funds.

Member Kristin McMillan left the meeting at 10:44 a.m.

ITEM 10.

Creation of Marketing Committee of the Board of Directors

Mr. Ralenkotter recommended that the Board of Directors create a special committee of the Board of Directors for marketing operations and approve the attached Marketing Committee Charter.

Member Carolyn Goodman asked about the obligations of the Committee in relation to travel, to which Mr. Ralenkotter explained that Board travel would continue on an as-needed basis.

Treasurer Larry Brown inquired about the Committee's role in approving items, to which Mr. Puschnig explained that the Committee would function in the same manner as the other Board Committees.

Member Tom Jenkin asked if the Committee would be approving items in lieu of Board approval. Mr. Puschnig explained that Board approval would still be necessary, but the Committee would be able to discuss items in greater detail prior to presentation to the full Board.

Vice Chair Bowling noted the complexity in marketing initiatives as a result of the LVCCD and emphasized the importance of the Committee being nimble with time-sensitive items.

Ms. Tull noted the function of the Committee in relation to discussions on future marketing opportunities.

Mr. Ralenkotter also noted the need for strategy development for special events.

Member Jenkin requested that items suppressed by the Committee be presented to the full Board for the purpose of transparency. Mr. Puschnig noted that the Committee Chair would present a report at the first Board meeting after each Committee meeting.

Member Gregory Lee inquired about the size of the Committee, to which Mr. Ralenkotter outlined the Committee structure and noted that each Board member would have the opportunity to express interest in their desired Committees.

Chair Lawrence Weekly encouraged the Board to share their interest in serving on particular Committees in order to ensure balanced representation of the Board.

Vice Chair Bowling discussed the benefits of the Committee in relation to clarity and opportunity, but requested additional clarification of the role of the Committee be brought back to the Board.

Chair Weekly noted discussions about future conventions and encouraged the Board to participate and be as engaged as possible.

Mr. Ralenkotter noted that the Committee Charter could be the first order of business of the Committee.

Vice Chair Chuck Bowling moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to create a special committee of the Board of Directors for marketing operations and approve the attached Marketing Committee Charter, with potential edits being discussed at the first meeting of the Marketing Committee.

ITEM 11. **Modifications to C-Suite Executive Level Staffing Plan – Establish Potential President/Chief Operating Officer Position and Chief Marketing Officer Position – Change to Board Policies – Change Title of Chief Human Resources Officer To Chief People Officer**

Mr. Ralenkotter recommended that the LVCVA Board of Directors: 1) Approve a modification to the C-Suite executive level staffing plan to potentially combine the positions of President and Chief Operating Officer (COO); 2) Change the title of President/Chief Executive (CEO) Officer to Chief Executive Officer; 3) Establish a Chief Marketing Officer (CMO) position; 4) Change the title of Chief Human Resources Officer to Chief People Officer; 5) Modify the Board Policies to reflect the modified duties and responsibilities of the President/Chief Operating Officer and Chief Executive Officer; and 6) Authorize the Chief Executive Officer to make the necessary changes to internal policy.

Member John Marz asked if Mr. Ralenkotter would be mentoring the President/COO, to which Mr. Ralenkotter confirmed that he would act as a mentor and noted his continued leadership responsibilities to the LVCVA.

Secretary Bill Noonan clarified that candidates for the President/COO position would be informed that the position of CEO was not guaranteed, to which Mr. Ralenkotter confirmed and noted his own experience in the organization.

Member Carolyn Goodman questioned the C-Suite Executive Level Staffing Plan and expressed her disapproval of the name change of the Human Resources Department, suggested that the discussion of adding a CMO to the C-Suite be brought to the Marketing Committee prior to the full Board, discussed the expertise and knowledge of Mr. Ralenkotter, as well as her support of his ability to hire a COO, and noted her disapproval of combining the positions of President and COO.

Mr. Ralenkotter detailed the C-Suite Executive Level Staffing Plan as it related to industry standards and staffing structures of government entities.

Member Goodman asked Mr. Ralenkotter why Las Vegas was number one, to which Mr. Ralenkotter stated, "Because we have the best destination in the world and we have the best marketing company in the world."

Member Gregory Lee commented on the importance of cultural signaling in relation to the name change of the Human Resources Department. Member Gregory Lee also inquired about the budgetary impact of the proposed C-Suite Executive Level Staffing Plan, to which Mr. Ralenkotter noted an available reserve fund for the CMO position in the current budget.

Member Maurice Wooden commented on the uniqueness of the LVCVA and Las Vegas, the importance of a thriving marketing program, and encouraged opportunities for the promotion of internal talent.

Member Tom Jenkin suggested that internal talent be considered for the CMO position, to which Mr. Ralenkotter clarified that the item requested the creation of a CMO position and that he would be able to fill that position appropriately once approved.

Member Marz discussed the responsibility of the Marketing Department and elaborated on the importance of the role of CMO.

Chair Lawrence Weekly expressed his appreciation to Member Marz for first suggesting a CMO position be added to the C-Suite Executive Level Staffing Plan.

Member Peggy Leavitt inquired about the responsibilities of the Senior Vice President (SVP) of Marketing if a CMO position were to be added. Mr. Ralenkotter discussed the responsibilities of the CMO versus the SVP of Marketing.

Member Goodman clarified that she did not disagree with the creation of a CMO, but that the decision should first be made by the Marketing Committee.

Secretary Bill Noonan inquired about the budget impact of the creation of a CMO position and questioned the need for a SVP of Marketing. Mr. Ralenkotter answered that reserve funds were available to support a CMO position and discussed the need for a SVP of Marketing.

Vice Chair Chuck Bowling discussed the collaboration of the High Lantern Group and the LVCVA to identify and develop a C-Suite Executive Level Staffing Plan, addressed the future staffing plan of the LVCVA, commented on ways new candidates and internal talent can enhance the organization, and emphasized the need to continue to grow Las Vegas.

Secretary Bill Noonan moved and it was carried with the following votes from the Board:

Chair Lawrence Weekly – *aye*
Vice Chair Chuck Bowling – *aye*
Secretary Bill Noonan – *aye*
Treasurer Larry Brown – *aye*
Member Ricki Barlow – *aye*
Member Carolyn Goodman – *nay*
Member Tom Jenkin – *aye*
Member Peggy Leavitt – *aye*
Member Gregory Lee – *aye*
Member John Marz – *aye*
Member George Rapson – *aye via telephone*
Member Maurice Wooden - *aye*

to: 1) Approve a modification to the C-Suite executive level staffing plan to potentially combine the positions of President and Chief Operating Officer; 2) Change the title of President/Chief Executive Officer to Chief Executive Officer; 3) Establish a Chief Marketing Officer position; 4) Change the title of Chief Human Resources Officer to Chief People Officer; 5) Modify the Board Policies to reflect the modified duties and responsibilities of the President/Chief Operating Officer and Chief Executive Officer; and 6) Authorize the Chief Executive Officer to make the necessary changes to internal policy.

ITEM 12.

Legal Counsel's Report and Recommendation(s)

Mr. Puschnig disclosed that on or about November 12, 2017, the LVCVA was served with a lawsuit filed by California resident Calvin Chen for injuries alleged sustained at the 2015 SuperKart's race. The LVCVA has tendered the defense of the action to SuperKarts and they have accepted the tender. The LVCVA, again, is being sued because the LVCVA owns the property that was being used by the Lessee, in this case SuperKarts, for their race. The LVCVA will vigorously defend this matter.

This was an information item. Not an action item.

COMMITTEES

ITEM 13.

Las Vegas Convention Center District Committee Report

The LVCCD Committee met on December 12, 2017, at 8AM to discuss item A.

Committee Chair Chuck Bowling presented a report and provided the Committee's recommendation to the Board of Directors for item A.

Item A. LVCCD Phase Two TVS Design Professional Services Agreement

Fiscal Impact

FY 2018	\$12,000,000	Estimated expenditure
FY 2019	\$25,835,000	Estimated expenditure
FY 2020	\$15,000,000	Estimated expenditure
FY 2021	\$ 7,000,000	Estimated expenditure

Chair Lawrence Weekly expressed his appreciation to the LVCCD Committee, Mr. Jicinsky, and Terry Miller, LVCVA Owner's Representative, for their efforts with the LVCCD Phase Two Expansion Project. Chair Weekly also acknowledged TVS Design in the audience.

Secretary Bill Noonan moved and it was carried by unanimous vote of the voting members present, including Member George Rapson via telephone, to approve Item A. LVCCD Phase Two TVS Design Professional Services Agreement.

DIRECTORS' RECOGNITION

Member George Rapson left the call at 11:28 a.m.

Member Peggy Leavitt discussed Boulder City's Annual Christmas Tree Lighting on December 1 and Santa's Electric Parade on December 2, invited the Board to visit future events in Boulder City, and wished everyone happy holidays.

Member Carolyn Goodman recognized the opening of Opportunity Village's Magical Forest on November 24, the Las Vegas Great Santa Run on December 2, Christmas Tree Lighting at Fremont Street Experience on December 5, and the Downtown Las Vegas Grand Menorah Lighting on December 12. Member Goodman also discussed Downtown NFR and New Year's Eve events, as well as the United Soccer League season. Member Goodman wished everyone a safe and happy holiday.

Member Maurice Wooden announced that the Wynn Golf Club would hold its last public round on December 17 and discussed the dedication of Steve Wynn, Chairman and CEO of Wynn Resorts, to the future project. Member Wooden expressed his gratitude to Chair Lawrence Weekly for his 3,300 Joys of Christmas toy drive and wished everyone a happy holiday season.

Member John Marz noted the success of the City of Henderson WinterFest on December 8-9, thanked the event participants for their support, and wished everyone happy holidays.

Member Ricki Barlow wished everyone a happy holiday season.

Member Gregory Lee also wished everyone happy holidays and expressed his appreciation of Member Kristin McMillan's service to the community.

Member Tom Jenkin and Treasurer Larry Brown also wished everyone happy holidays.

Secretary Bill Noonan thanked Ms. Lacer, Mr. Finger, and the Finance Department for their efforts on the bond refinancing. Secretary Noonan expressed his gratitude to the National Business Aviation Association (NBAA) and the Freeman Company for their partnership in the creation of a banner supporting Las Vegas, as well as NBAA's contributions to the Las Vegas Victims' Fund. Secretary Noonan recognized Roxanne Ebbers, Freeman Client Solutions Vice President, Allen Lind, Freeman Las Vegas Senior Vice President/General Manager, and Judy Chambers, LVCVA Sales Executive, in the audience. Secretary Noonan also wished everyone happy holidays.

Vice Chair Chuck Bowling discussed the growing sports market in Las Vegas, specifically the Women's National Basketball Association (WNBA) Las Vegas Aces moving to Mandalay Bay in the spring of 2018, and recognized WNBA President Lisa Borders and Las Vegas Aces Coach Bill Laimbeer.

Chair Lawrence Weekly applauded LVCVA staff and partners for their hard work and dedication throughout the year. Chair Weekly also discussed the LVCVA client event in Washington, DC, on December 7, made mention to Ms. Chambers, John Schreiber, Senior Director of Business Sales, and Ms. Tull for their efforts with the event. Chair Weekly also expressed his gratitude to NBAA for their support of Las Vegas, Member Goodman for her participation alongside him in the welcoming of the NASCAR Victory Lap on November 29, the Board for their dedication, and Mr. Ralenkotter for his leadership and guidance.

COMMENTS FROM THE FLOOR BY THE PUBLIC

Kenneth Evans, President of the Urban Chamber of Commerce, congratulated the TVS Design team and thanked Mr. Jicinsky and Mr. Miller for their support of diversity and inclusion in the LVCCD Phase Two Expansion Project. Mr. Evans also thanked, on behalf of the Urban Chamber of Commerce, Chair Lawrence Weekly for his efforts in encouraging diversity and inclusion in the project, recognized Urban Chamber Board members J.D. Calhoun, LeVerne Kelley, and Shaundell Newsome in the audience, and acknowledged Mel Green and Emanuele Arguelles with KME Architects, Larry Carroll with Poggemeyer Design Group, Montez Love with Love Engineering, Philip Wakefield with Blue Diamond Civil Engineering, and Clifton Marshall with Irenic Consulting Group.

Chair Weekly expressed his appreciation to Mr. Evans.

Mr. Malfabon expressed his gratitude for the recognition of NDOT's efforts, recognized Treasurer Larry Brown as the Chairman of the Regional Transportation Commission Board, and acknowledged Frank Martin, member of NDOT's Board of Directors chaired by Governor Brian Sandoval, in the audience. Mr. Malfabon also discussed the recent House of Representatives tax bill in relation to bond savings.

Treasurer Brown credited Mr. Malfabon, Mr. Martin, and the NDOT Board for their efforts in adjusting the inequity of transportation funding between Northern and Southern Nevada.

ADJOURNMENT

Chair Lawrence Weekly adjourned the meeting at 11:46 a.m.

Respectfully submitted,

Date Approved: January 9, 2018

Courtney Lipski
Executive Assistant to the Board of Directors

Lawrence Weekly
Chair