

**RENO-SPARKS CONVENTION AND VISITORS AUTHORITY  
NOTICE OF PUBLIC MEETING**

**SPECIAL MEETING OF THE BOARD OF DIRECTORS**

**Monday, September 21, 2020, at 11:00 a.m.  
Reno-Sparks Convention Center, Room C1/C2  
4590 S. Virginia Street, Reno NV 89502**

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**BOARD OF DIRECTORS:  
Mayor Hillary Schieve, Chair**

Mr. Andy Chapman  
Mayor Ed Lawson  
Ms. Shannon Keel  
Mr. Don Kornstein

Mr. Daniel Farahi  
Commissioner Bob Lucey  
Ms. Ann Silver  
Mr. Mark Sterbens

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THIS MEETING IS IN COMPLIANCE WITH THE NEVADA OPEN MEETING LAW AND HAS BEEN  
PROPERLY NOTICED AND POSTED AT THE FOLLOWING LOCATIONS:

RSCVA Website: [www.rscva.com/public-meetings](http://www.rscva.com/public-meetings)

Online at <http://notice.nv.gov/>

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**Public Location**

The public location for this meeting will be in room C1/C2 of the Reno-Sparks Convention Center. Members of the public will be permitted to attend the meeting, but **total attendance in the meeting room (inclusive of members of the RSCVA Board of Directors and staff/vendors) will be limited to twenty-five (25) people**, appropriately physically distanced, in accordance with Declaration of Emergency Directive 006 ("Directive 006") as extended by subsequent Directives and current Washoe County Phase 2 guidelines which limit public gatherings to up to twenty-five (25) people with social distancing and face coverings, although this could change by the date of the meeting in which case the then current guidelines will be followed. Due to the twenty-five (25) person limit, members of the public not providing public comment are encouraged to watch the meeting online at a location different from the meeting's location.

All individuals attending the meeting will be expected to observe social distancing guidelines and wear appropriate face coverings per the Governor's Directives. If members of the public refuse or fail to do so, in order to protect the health, safety and welfare of all members of the general public, staff and Board Members, as well as commiserate with the Governor's Directives, they will be asked to leave the meeting.

Note that future meetings of the RSCVA Board of Directors may be held by teleconference/videoconference only, pursuant to Section 1 of Directive 006.

**Public Notice**

Pursuant to Section 3 of Directive 006, the requirements contained in NRS 241.020(4)(a) that public notice agendas be posted at physical locations within the State of Nevada has been suspended. This agenda has been electronically posted in compliance with Directive 006, NRS 241.020(3) at [www.visitrenotahoe.com/about-us/public-meetings](http://www.visitrenotahoe.com/about-us/public-meetings) and NRS 232.2175 at <https://notice.nv.gov/>. Please see the section below regarding public comment. Members of the public may view the meeting live at <https://www.youtube.com/channel/UCaqIm2QShuhzc5Lw1w6HkcA>.

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**Supporting Materials**

Pursuant to Section 5 of Directive 006, the requirement contained in NRS 241.020(3)(c) that physical locations be available for the public to receive supporting material for public meetings has been suspended. Supporting materials for the meeting are available on the RSCVA's website at [www.visitrenotahoe.com/about-us/public-meetings](http://www.visitrenotahoe.com/about-us/public-meetings).

Pursuant to NRS 241.020(6), supporting material is made available to the general public at the same time it is provided to the Board. The designated contact to obtain

### **Public Comment**

Anyone wishing to provide live public comment may do so, subject to the twenty-five (25) person limit described above. Alternatively, the public may provide public comment by emailing comments to [boardclerk@renotahoeusa.com](mailto:boardclerk@renotahoeusa.com) or by leaving a voicemail (limited to three minutes) at (775) 827-7602 (note this is not a live call-in line). Comments (email or telephonic) received before 4:00 p.m. on Friday, September 18, 2020, will be transcribed and given to the Board prior to the meeting for review and will be included with the minutes of the meeting. Any emailed public comments or voicemails received after 4:00 p.m. on Friday, September 18, 2020, but prior to adjournment of the meeting, will be transcribed and included in minutes of the meeting.

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Items on the agenda are for possible action by the Board of Directors unless stated otherwise. Items will not necessarily be considered in the order listed. The Board of Directors may combine two or more agenda items for consideration, may remove an item from the agenda or may delay discussion relating to an item on the agenda at any time.

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## **AGENDA**

### **A. OPENING CEREMONIES**

Call to Order  
Pledge of Allegiance  
Roll Call

### **B. COMMENTS FROM THE FLOOR BY THE PUBLIC**

Public comment is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken.

### **C. APPROVAL OF THE AGENDA FOR THE SEPTEMBER 21, 2020 SPECIAL MEETING OF THE BOARD OF DIRECTORS**

For possible action.

### **D. DISCUSSION OF INTERVIEW QUESTIONS, PROCESS AND CONTRACT TERMS**

SearchWide Global will announce the three finalist candidates for the position of President/CEO of the Reno-Sparks Convention and Visitors Authority:

- Jennifer Cunningham, RSCVA, Interim President/CEO
- Marc Anderson, Choose Chicago, Chief Operating Officer
- Charles Harris, Visit Anaheim, Chief Marketing Officer/Executive Vice President  
Public Affairs

SearchWide Global will also lead a discussion regarding the interview process, as well as the questions and/or topics to be utilized during the interview process. The Board may also undertake a preliminary discussion and take action regarding potential contract terms to be offered to the selected candidate.

For possible action.

**E. RSCVA PRESIDENT/CEO INTERVIEW and SELECTION**

The RSCVA Board of Directors will interview Jennifer Cunningham, Marc Anderson and Charles Harris. The Board of Directors will consider, discuss, and may take possible action to select one of the foregoing candidates as the President/CEO of the RSCVA. If one of the foregoing candidates is selected, the Board of Directors may consider, discuss and take possible action to delegate responsibilities for the negotiation of an employment agreement with the selected candidate, as well as the process for Board of Directors approval of such employment agreement. In addition, the Board of Directors may consider, discuss, and take possible action on the terms of employment which may be offered to the selected candidate.

For possible action.

**F. COMMENTS FROM THE FLOOR BY THE PUBLIC**

Public comment is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period. No action may be taken on a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action will be taken.

**G. ADJOURNMENT**

For possible action.

For information or questions regarding this agenda please contact:  
The RSCVA Executive Office  
P.O. Box 837, Reno, NV 89504  
775-827-7618



Candidate Photo



## **CANDIDATE SUMMARY FOR JENNIFER CUNNINGHAM**

### **WORK HISTORY**

2010 – Present	<b>Reno-Sparks Convention &amp; Visitors Authority – Reno, NV</b> <i>Interim CEO (2020 – Present)</i> <i>Executive Vice President (2017 – Present)</i> <i>Interim Managing Director (2015 – 2017)</i> <i>Executive Director of Marketing (2010 – 2015)</i>
2001 – 2010	<b>Circus Circus Reno / an MGM Property – Reno, NV</b> <i>Director of Sales, Advertising, Casino Marketing &amp; Entertainment</i>
1999 – 2001	<b>Peppermill Hotel &amp; Casino – Reno, NV</b> <i>Director of Tour &amp; Travel Sales</i>
1998 – 1999	<b>Silver Legacy Resort – Reno, NV</b> <i>Director of Tour &amp; Travel Sales</i>
1987 – 1998	<b>Reno-Sparks Convention &amp; Visitors Authority – Reno, NV</b> <i>Director of Marketing – National Bowling Stadium</i> <i>Director of Tourism Sales</i>

### **EDUCATION**

- San Francisco State University – Master of Science, International Business
- University of Nevada, Reno – Bachelor's in Managerial Sciences

### **CANDIDATE INFORMATION INCLUDED**

- Resume
- Checked References
- Background Check Summary

### **ADDITIONAL BACKGROUND RESEARCH CONDUCTED**

- Extensive Google search completed. Nothing found.

### **SEARCHED**

Jennifer Ann Cunningham – 7 pages  
Jennifer A. Cunningham – 7 pages  
Jennifer Cunningham – 10 pages

### **KEYWORDS**

Reno – 10 pages  
Nevada – 10 pages  
Alleged – 10 pages  
Arrest – 10 pages  
Controversy – 10 pages  
Convicted – 10 pages  
Legal – 10 pages  
News – 10 pages

- Candidate also completed a DiSC Assessment and an AVA Assessment during our internal screening and interviewing process.

# JENNIFER CUNNINGHAM

## SUMMARY

- **Highly successful, multifunctional executive leadership experience. Excels in development and implementation of diverse programs, budget planning, financial analysis, marketing and sales plans, and staff development.**
- **Performance-driven, decisive leader with proven ability to foster change, build consensus and create results.**
- **Currently oversee a FY 2019-2020 budget of \$40 million.**
- **Strong relationships with key community partners; recognized community leader known for the ability to cultivate collaboration.**
- **Actively participates with the Reno-Tahoe International Airport to bring new air service and strengthen existing routes. Currently serving as Vice-Chair of the Regional Air Service Corporation.**
- **Member of US Travel Association.**
- **Owned and operated three restaurants - Washoe Steakhouse, Galena Forest Restaurant and Craig's Restaurant in Sparks**
- **Master's Degree in International Business; Bachelor's Degree in Management with a concentration in Finance.**

## PROFESSIONAL EXPERIENCE

### RENO-SPARKS CONVENTION & VISITORS AUTHORITY Interim CEO

**2010-present**  
**2020-present**

Transitioned the organization to stay solvent with the economic impacts from COVID-19. This involved reforecasting all department budgets and creating new forecasting models for current fiscal year and FY20-21. Reviewed and eliminated variable expenses, identified and furloughed staff, implemented voluntary retirement incentive. Subsequent restructuring of remaining staff.

- Oversight of ASM. Work with ASM Management to adapt to current budgetary constraints. Directed staffing restructure and expense analysis and reduction. Working to enhance customer experience and safety at all facilities. Set expectation for more programming in Reno Events Center.
- I have been a community speaker to update the region on the RSCVA contingency plans, our new convention sales deployment, cooperative tourism sales opportunities and revised marketing plans.
- Provided leadership to the executive staff to develop to their highest and best potential, to create a positive, inclusive and impactful organization.



## Executive Vice President

2017-present

Works closely with the President/CEO in developing strategies and objectives. Responsible for leading development and implementation of the integrated marketing and communication programs. Directs the RSCVA programs marketing, public relations, communication, visitor experience, special event funding and advertising to develop public interest and generate room nights for the destination. Provides oversight for RSCVA Board matters and works closely with legal counsel and governmental affairs counsel on RSCVA-related issues.

- Led the creation of the annual Visitor Profile Study, taking live data to determine the origination of Washoe County visitors, to assess the effectiveness of RSCVA marketing efforts, to provide hotel properties with confidential comparative data to identify market opportunities, and to use as a tool for placing advertising based on zip code data.

## Interim Managing Director

2015-2017

Responsible for oversight across all functional areas of the authority including sales and marketing, facilities, operations, finance, IT and human resources.

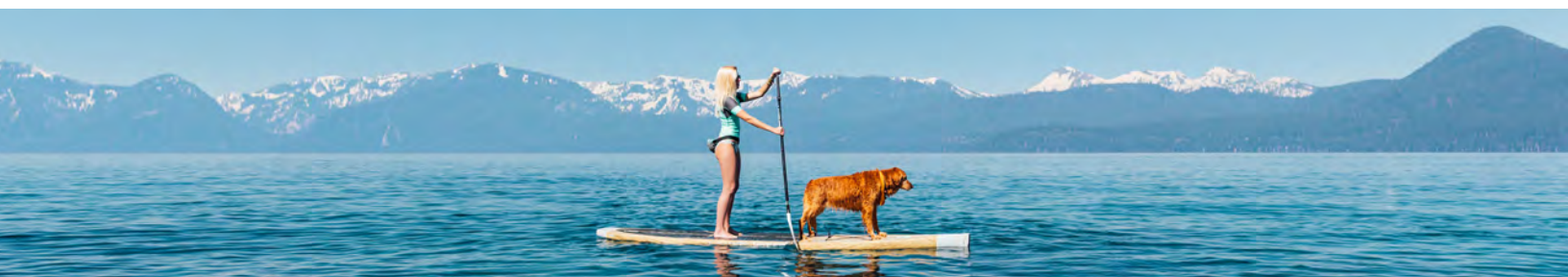
- Point person driving development of the strategic plan. Facilitated communication and information exchange between Wells Gaming, OnStrategy and CS&L to develop the plan, centered around actionable data.
- Maintained a fiscally diligent watch on the RSCVA budget. Carefully scrutinized expense reports to prioritize and minimize expenditures. Continuously reviewed and analyzed the budget to identify areas of inefficiency.
- Restructured facility staff at the National Bowling Stadium and Reno Events Center. This restructure resulted in a savings of more than \$550,000 annually.
- Realigned organizational structure to identify consolidation targets. Implemented accountability metrics and goals. Established procedures to ensure checks and balances in all operating areas.
- Ended the fiscal year with Taxable Revenue up 17.7%, ADR up 7.1%, and Cash Occupied Rooms up 9.9%. There was a surplus of \$773,496 at the end of the fiscal year.

## Executive Director of Marketing

2010-2015

- Responsible for planning, developing and implementing all Reno Tahoe marketing programs; including the destination brand campaign, all marketing efforts associated with the tourism and convention segments and promotion of all RSCVA owned and/or operated facilities.
- Launched successful re-branding of Reno Tahoe based on research, visitor data, and brand attributes.
- Commissioned and coordinated research to measure Visitor Profile and Market Awareness to track demographic and psychographic data, brand rating, association of attributes, and awareness of media to measure effectiveness of the authority's advertising campaigns.

(Continues)





*(Professional experience continued)*

- Implemented aggressive, award-winning, and effective strategies involving digital on-line investments, website management, new technology and emerging on-line strategies. Understand and evaluate tracking, analytics and ROI metrics that enable successful digital marketing strategies.
- Raised \$750,000 in co-op marketing dollars to augment the Authority's budget for the annual consumer campaign.
- Led the highly successful partnership with social media influencers at a time when the industry was just emerging.

## **CIRCUS CIRCUS RENO/AN MGM PROPERTY**

**2001-2010**

### **Director of Sales, Advertising, Casino Marketing and Entertainment**

- Responsible for all facets of sales and marketing, including convention and group sales, tourism sales, hotel and casino marketing, public relations, special events, website development and market research.
- Grew the sales segment of the hotel business by 60%.
- Grew the hotel/casino database by 64%.
- Improved carded handle to property's highest historic level.
- Created and executed successful United States Bowling Congress promotion for annual convention and tournament. This program had the highest utilization in the casino, resulting in a strong theoretical win.
- Created, managed and balanced four department budgets in excess of \$13 million.
- In charge of all philanthropic donations for Circus Reno; coordinated with MGM's efforts. Increased number of employees contributing from 17% to 67% (second highest in the corporation).
- Oversaw Entertainment Department and worked with IATSE local 363.

## **PEPPERMILL HOTEL/CASINO**

**1999-2001**

### **Director of Tour and Travel Sales**

- Primary focus was wholesale development and USBC contracts.
- Collaborated and worked closely with the airlines, Reno-Sparks Convention & Visitors Authority, Nevada Commission on Tourism and the Reno-Tahoe Airport.

## **SILVER LEGACY RESORT, RENO**

**1998-1999**

### **Director of Tour and Travel Sales**

- Responsible for leisure segment of business; increased this segment by 60% while decreasing weekly utilization by 30%.
- Prepared and monitored Sales Department budget and variance reports for Convention and Group Sales, as well as Tourism Sales.





## **RENO-SPARKS CONVENTION & VISITORS AUTHORITY**

**1987-1998**

### **Director of Marketing - National Bowling Stadium**

- Responsible for all marketing aspects of the National Bowling Stadium - developed collateral material, media plan and created bowling promotions.
- Oversaw facility budget for NBS.

### **Director of Tourism Sales**

- Responsible for developing tourism to the Reno Tahoe area from domestic and international markets.
- Worked closely with the Nevada Commission on Tourism and the Las Vegas Convention and Visitors Authority, as the two entities shared an office with the Reno-Sparks Convention & Visitors Authority in Tokyo.
- Provided training for local hotel representatives working with domestic wholesalers and foreign tour operators.

## **MGM GRAND HOTEL, RENO**

**1985-1987**

### **Director of Tour and Agency Sales**

#### **National Sales Manager**

- Initially my segment was national corporate meetings.
- Responsible for all tourism segment sales, including negotiation of rates, contracts and evaluations.
- Increased the group tour and travel sales business by 50% in 1986 over prior year.
- Served on the customer development committee to increase customer base; identified several new markets for the property.

## **PEPPERMILL HOTEL/CASINO**

**1984-1985**

### **Financial Analyst**

- Responsible for the preparation and analysis of the 1985 budget; submitted to the department heads, property owners and the bank.
- Analyzed financial statements and developed graphs for departmental comparison.

### **Sales Coordinator**

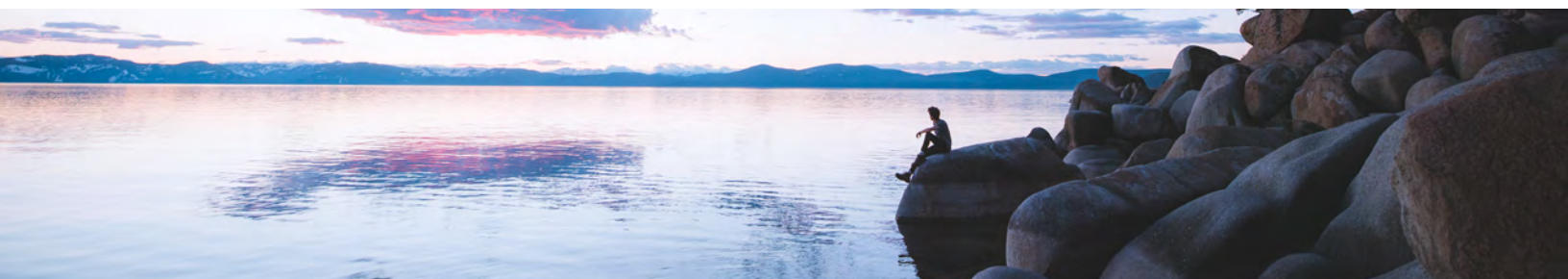
- Organized golf tournaments and various special events.
- Coordinated and planned banquets, meetings and conferences.

## **AIRPORT AUTHORITY OF WASHOE COUNTY**

**1982**

### **Administrative Intern**

- Prepared and administered bids and contracts; chaired meetings for aware of bids and prepared staff reports for the Board of Trustees.
- Analyzed financial reports and assisted in the planning of the budget.



## EDUCATION

### **Master of Science, International Business**

Concentration in Marketing and Organizational Behavior  
San Francisco State University

### **Bachelor's Degree, Managerial Sciences**

Concentration in Finance  
University of Nevada, Reno

### **Institute of European Studies, Vienna, Austria**

Attended college study abroad program and worked at the United Nations in Vienna for UNIDO (United Nations Industrial Development Organization).

## PROFESSIONAL ACCOMPLISHMENTS

US Travel Association Board of Directors, 2015-16, Member, 2020

Nevada Commission on Tourism Commissioner, 2015-2017, 2020

EDAWN Board of Directors, 2015-2019

Regional Air Service Corporation (RASC) Vice-Chair; member 2010-present

Reno-Tahoe International Airport Community Outreach Committee, 2015-present

Sparks Tourism Facility & Revitalization Steering Committee, 2015-present

Governor's Workforce Investment Board for Tourism, Gaming and  
Entertainment Industry Sector Council, 2013

Washoe County Education Alliance, Executive Board, 2008-2011

Washoe County Educational Foundation, Executive Board, 2005-2008

Northern Nevada Hispanic Chamber of Commerce Board, 2006-2008

Nevada State Governor's Conference on Tourism, Northern Nevada Planning Committee,  
Executive Board, 1991-2007

Certificate of Financial Accounting, Analysis & Auditing through University of Nevada, Reno

"Thomas C. Wilson Lifetime Achievement Award" recipient by the American Advertising  
Federation of Reno

"Tourism Advocate of the Year" recipient by NACE

"Marketer of the Year" recipient by American Marketing Association



## **REFERENCES FOR JENNIFER CUNNINGHAM**

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### **Reference #1**

**DMO Leader**

**Industry Colleague**

- #1 and Jennifer first met when they were colleagues working at a DMO.
- In the late 1990s, Jennifer and #1 both transitioned into the hotel industry and although they did not work together on a daily basis, their properties were “sister properties” so they collaborated on some sales and marketing projects.
- #1 is impressed with Jennifer’s knowledge of international tourism and her effectiveness in developing visitation to Reno Tahoe from Canada and the emerging Japanese market.
- Jennifer is respected by her peers, stakeholders, and employees as a strong leader.
- She manages her team with dignity and empathy, and values their knowledge, expertise and contribution to the success of the organization.
- #1 said Jennifer has an open-door policy, welcoming the input of employees and constituents.
- She is not afraid to make tough decisions and does not micromanage employees, nor does she dismiss opinions that may not agree with hers.
- Jennifer brings her great strengths of stability, consistency, and reliability to the organization.
- Jennifer is a team-builder, collaborator, and consensus-builder.
- Jennifer also has exceptional networking skills and political savvy.
- Listening is one of Jennifer’s strengths.
- She is a capable leader, ambitious, energetic and is not afraid to embrace challenges or make mistakes.
- Jennifer has solid ethics and expects no less from her team.
- She recognizes the value of skilled employees and provides opportunities to cultivate their skills and reward their successes.
- Jennifer is a decisive and a resourceful leader.
- She can quickly assess a situation and evaluate consequences to provide appropriate direction and sound judgement.
- Jennifer has an acute understanding of stakeholder needs and Board of Director expectations.
- She is calm under pressure and realizes that not every decision will be popular.
- She is keenly aware of the shift from traditional media to social and digital platforms and embraces any opportunity to be the leader in innovative marketing techniques.
- Jennifer understands that marketing must be fluid in order to successfully react to new opportunities, respond to unforeseen challenges and amplify goals.
- Jennifer led a successful rebranding, including the creation of an innovative and interactive new website.
- She always embraces any opportunity to be a strong advocate of her organization and the destination.
- Jennifer is articulate and is typically well-prepared to offer critical information to her audience.
- She has extensive experience in developing budgets, stretching limited dollars to their fullest potential, allocating budget surpluses to their best use and reallocating budgets to reflect changing financial situations.
- #1 said the financial effect of COVID-19 and Jennifer’s ability to make difficult budgetary decisions is a recent example of her utmost competence.
- Jennifer offers a steady, reliable and adaptable leadership.

## **REFERENCES FOR JENNIFER CUNNINGHAM**

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- Jennifer's work ethic and integrity are beyond reproach.
- #1 said, "If Jennifer were appointed as the Chief Executive Officer, she would lead with dignity and respect. The Board of Directors could rest easy knowing that the organization would be devoid of future scandals and ethical violations."

### **Reference #2**

#### **Hotel Leader**

#### **Former Direct Report**

- #2 worked under Jennifer's leadership for approximately five years.
- #2 said Jennifer is not a micro-manager.
- She trusts the knowledge of her staff and allows them the freedom to make their own decisions while remaining available to provide guidance.
- #2 said one of Jennifer's greatest strengths is that she is easily approachable.
- She never makes anyone feel like she doesn't have time for them.
- Jennifer will stop what she is doing and provide people 100% of her attention.
- #2 said everyone loved Jennifer and she believes it was because she gave everyone attention no matter their title.
- Everyone was important to Jennifer.
- Jennifer makes a point to make her rounds when at an event or a meeting; she greets everyone.
- #2 said there are times when Jennifer may not want to spread herself too thin.
- Jennifer was a problem solver.
- When people had a problem, they would call Jennifer.
- Jennifer would collaborate with people and solve whatever issue they were facing.
- She doesn't work alone and she knows how to rally a team.
- Jennifer believes a team should work together creatively to master whatever situation arises.
- #2 said Jennifer is very open to the new and up to date with the latest trends.
- Jennifer has navigated media strategies easily throughout the years.
- She knows what it takes to be successful and that is to build an amazing team that works together.
- Jennifer is a great speaker.
- She knows how to engage with the audience and shows confidence in her knowledge without being arrogant.
- #2 said she remembers going to Jennifer with an issue and she took the time to genuinely listen to #2's concerns.
- Jennifer has a unique way of motivating her team.
- She knows what it takes to get results and does a lot of spontaneous team building exercises.
- #2 said Jennifer excels in building consensus and maneuvering through difficult situations.
- Jennifer has always been very accepting of all people whom she works with and for.
- She has a keen ability to stay calm under pressure.
- #2 has witnessed many tense meetings where Jennifer was being asked difficult questions and she responded with ease each time.
- #2 said Jennifer's integrity and proven work ethic in the city must be taken into high consideration.
- Jennifer loves Reno and it is her home and it shows in her passion for this destination.

## **REFERENCES FOR JENNIFER CUNNINGHAM**

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- #2 said that there is no doubt that Jennifer is who needs to be leading the team forward in order for Reno-Sparks Convention and Visitors Authority to be successful for many, many years to come.

### **Reference #3**

#### **DMO Leader**

#### **Former Direct Report**

- #3 has known Jennifer since 1991.
- #3 said Jennifer is a very cathartic leader.
- She didn't take off and bull-doze her way through situations.
- Jennifer worked well with other team members and she led others toward a common goal.
- #3 said Jennifer's greatest strength is that she is smart and she couples it with her good sense of politics.
- Jennifer is very open to suggestions to her performance and growth improvements but she is very experienced.
- There was a time when #3 noticed that Jennifer could benefit from additional work in the area of communications, so she put in the time and work and now she has become a talented presenter of her message.
- Jennifer works well with the Board and the community and everyone understands the message she is sending as her skills are very strong.
- Jennifer is a listener.
- She understands and is able to take a look at various perspectives to solve problems.
- Jennifer has great experience within the community and she works with them to resolve any challenges.
- #3 said Jennifer is very good at utilizing the assets that she has available to her.
- Jennifer has been in numerous management positions within the industry and she understands all types of media really well.
- Jennifer is able to assess her audience and adapt her message and detail accordingly.
- #3 said Jennifer is a 40/60 decision maker. She doesn't need all of the information before she proceeds; she is a quick study.
- Jennifer is a very skilled manager of salespeople as she "grew-up" on that side of the business.
- She is very well skilled in sales but she is also well respected by her peers and others within the industry.
- Jennifer has strong credentials and the people within the Reno community know her and respect her.
- #3 said Jennifer is astutely aware of the budgeting process.
- She will never go over the budget and has a background in financial detail which supports her succinct knowledge.
- #3 said there was never any fault found with Jennifer's financial work.
- Jennifer is respected as a professional in what she does.
- She is perceived as honest and people trust her.
- Jennifer has a very loyal following, in part; because she isn't afraid to say when people are wrong while discussing differences.
- #3 said Jennifer's work ethic and integrity are beyond reproach.



## **REFERENCES FOR JENNIFER CUNNINGHAM**

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- She has had to take on difficult situations as an acting Chief Executive officer.
- Jennifer has had to address the behavior of a peer, and although it was difficult, she was professional and continued to manage in a professional manner.
- #3 thinks Jennifer is a fantastic candidate.

### **Reference #4**

#### **Hotel Executive**

#### **Industry Colleague**

- #4 has known Jennifer for 24 years. Jennifer and #4 worked together.
- #4 said Jennifer's leadership style is precise.
- She is positive and direct thus mutual respect is the outcome with her team.
- Jennifer's greatest strength is her organizational skills and attention to detail, which are strong assets that result in success.
- Jennifer has been in the professional world for many years, she self-assesses and checks herself often which is how she remains sincere and approachable.
- #4 said Jennifer is excellent at problem solving.
- She starts by obtaining all of the facts piecing the puzzle together.
- Jennifer gathers as much information as she can which enables her to make sound decisions.
- #4 said she can speak to Jennifer's ability with traditional strategies being solid and constant.
- She also knows that Jennifer has kept up with time and digital and social media trends.
- Communication is one of Jennifer's strong suits.
- She is a great communicator and can easily present her vision on various projects to a group or team.
- Jennifer is a good listener, absorbing the content or subject.
- #4 knows the strength of Jennifer's listening skills because she would often answer with solution ideas.
- Jennifer's leadership qualities are stellar.
- She is able to engage her team with a positive attitude and sincerity.
- Jennifer and #4 worked closely on philanthropic programs and #4 deferred to Jennifer's financial knowledge.
- Jennifer does not shy away from difficult situations.
- She takes a head-on approach until solutions are reached.
- Jennifer's work ethic and integrity are beyond reproach.
- She is honest and straight forth.

### **Reference #5**

#### **Airport Leader**

#### **Industry Colleague**

- #5 worked with Jennifer for seven years.
- #5 said Jennifer is a very inclusive and consensus building leader.
- She listens to the views of others and builds partnerships.
- Jennifer is very decisive and makes tough decisions.
- She is also very innovative.

## **REFERENCES FOR JENNIFER CUNNINGHAM**

- #5 said Jennifer knows the area and people and she has a proven track record.
- Jennifer is a great listener.
- She is very charismatic and is ethical with high standards.
- Jennifer is credible and approachable and she has an out-going personality.
- She has developed great relationships within the community and with the airlines.
- Jennifer looks at the big picture and is a great strategic planner.
- She knows how to work with the Board and makes sure that everything is done to the letter of the law.
- #5 said Jennifer is really well rounded and she has carried herself well as interim Chief Executive Officer twice, as well as, being a support person while at Reno-Sparks Convention and Visitors Authority.
- Jennifer is very creative.
- She understands the Board and works to meet their expectations.
- She has handled the budget really well during the pandemic, furloughs and salary cuts.
- Jennifer is very dignified and she is never disrespectful.
- She comes fully prepared for whatever the circumstances; she is a great problem solver.
- #5 said Jennifer has demonstrated her ability to be creative with air service.
- Through Jennifer's strong relationships, she was able to gather data from hotels and their room nights which assisted the airlines to design enhanced programs for the area.
- #5 said Jennifer used her creative abilities to help the regional air service corporation in obtaining the approval to hire a Director; she gets the big picture.
- Jennifer has great knowledge and expertise in the areas of media strategy, branding and messaging.
- Jennifer does a great job when presenting to large and small groups.
- Her communication skills are excellent.
- She is very connected within the community and has served on several boards which #5 believes is integral on how tourism plays a part within the community.
- Jennifer has many professional and personal connections to assist in supporting her vision and plans.
- She possesses the ability to speak eloquently about the community, tourism and the airport.
- #5 said Jennifer puts in the hard work and time to research in order to have the most up-to-date data to support her presentations.
- Jennifer's experience supports her understanding of sales and how to run a sales team.
- She is motivated and she has a strategic vision to get the job done.
- #5 said Jennifer does an excellent job driving the sales team; she progresses the organization and includes the roles of specific individuals.
- Jennifer is a "healer" for the organization and she is a great organizational development leader.
- #5 said Jennifer is able to build consensus in difficult situations very well.
- She is persuasive and she can get her points across in a positive and respectful way.
- Jennifer always keeps her cool and remains professional; she is "straight-on."
- She has high ethical standards and always remains respectful of the ideas of others.
- #5 said because of Jennifer's experience, she is a proven person within the community.
- Jennifer does excellent work.
- She has a strong work ethic and high integrity that is never questioned.
- Jennifer lives by good values and is dignified.

## **REFERENCES FOR JENNIFER CUNNINGHAM**

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- #5 said Jennifer understands the politics of Reno-Sparks Convention and Visitors Authority and she understands the nuances of the region.
- There has never been a question that Jennifer does the right thing.
- #5 said Jennifer is outstanding.

### **Reference #6**

#### **Marketing Leader**

#### **Industry Colleague**

- #6 has known Jennifer for over 30 years.
- #6 has worked with Jennifer in many different capacities and levels.
- There is no question that Jennifer is a consensus builder.
- #6 said Jennifer is masterful at bringing people together.
- Jennifer works at her pace and has a way of getting people to the same point and moving in the same direction; she is subtle and purposeful.
- #6 said Jennifer's greatest strength is her ability to move from strategy to tactics; she sees the big picture.
- Jennifer also has a great strength in dealing with people.
- #6 said there are times when Jennifer should be more assertive but admitted that is not her style.
- Jennifer is very effective in solving problems in a creative way.
- #6 said Jennifer is open and understands creativity because she is open to the creative process.
- She operates in a different way to get creativity from people.
- Jennifer doesn't have a huge ego and works with people to bring out creative ideas and solutions; she manages the process to the end game.
- Jennifer is very effective and exceptional at pulling creative types into assisting to find solutions.
- #6 said Jennifer has been in marketing for over 20 years and has worked at every level; she understands media strategy very well.
- Jennifer has been very innovative in setting up digital and social media in Reno.
- #6 said Jennifer does very well with her communications because she is humble.
- Jennifer connects with people and she lays out information in a confident way.
- #6 said Jennifer is very open to the ideas of others which is why she is so successful with consensus building.
- After listening, she asks questions and is open minded.
- #6 said Jennifer knows goals, numbers and how to complete with other bureaus.
- She is always confident with budgets and numbers and she is graceful when making adjustments.
- Jennifer's financial knowledge is strong and she easily presents information and details to the Board.
- Jennifer's strongest strength is consensus building.
- She can be graceful when working the strategy to get where she needs to be.
- Jennifer does the hard work to get things aligned.
- If changes or adjustments are needed to find solution to difficult situations, Jennifer makes them quietly and professionally.
- Jennifer's work ethic and integrity are beyond reproach.



## Executive Summary

**Client:** SearchWide LLC  
680 Commerce Drive  
#220  
Woodbury, MN 55125

**Applicant:** Cunningham, Jennifer Ann

**Ref.:** 04895893

**Client Ref.:** 3224

Background Items Ordered	Description	Result
Academic - Highest Degree/Diploma Obtained	San Francisco State University	No Discrepancy
Academic - Highest Degree/Diploma Obtained	University Of Nevada	No Discrepancy
Criminal Search - County	WASHOE, NV	No Discrepancy
Criminal Search - County	WASHOE, NV	No Discrepancy
Criminal Search - Federal	Nevada	No Discrepancy
Criminal Search - Federal	Nevada	No Discrepancy
Driving Record	NV - 0701842530	No Discrepancy
ID Trace Pro	TransUnion Search	Completed
National Criminal Database		Completed
National Criminal Database		Completed
National Sex Offender Public Registry		No Discrepancy
National Sex Offender Public Registry		No Discrepancy
Peer Credit Report - (Employment Purposes)	TransUnion Search	Completed



= Indicates a Discrepancy



= Indicates Please Review

Each criminal record identified in this report (if applicable) was collected as of the "Date Searched" shown on this report for that record. The information in this report may include criminal records (if applicable) that have been expunged or sealed or otherwise have become inaccessible to the public since their respective Dates Searched shown on this report.



Candidate Photo



**SearchWide Global**

## **CANDIDATE SUMMARY FOR MARC ANDERSON**

### **WORK HISTORY**

2015 – Present	<b>Choose Chicago – Chicago, IL</b> <i>Chief Operating Officer (2019 – Present)</i> <i>Executive Vice President (2016 – 2019)</i> <i>Interim CEO (2016)</i> <i>Chief Sales Office &amp; Senior Vice President (2015)</i>
2007 – 2015	<b>The Peninsula Hotels, Hong Kong – Chicago, IL</b> <i>Regional Director of Marketing, Midwest and Canada</i>
2003 – 2007	<b>Choose Chicago – Chicago, IL</b> <i>Assistant Vice President, Sales</i>
2000 – 2002	<b>Wyndham International – Chicago, IL</b> <i>Director of National Sales</i>
1999 – 2000	<b>New Orleans Metropolitan Convention &amp; Visitors Bureau, Inc. – Chicago, IL</b> <i>Manager, Midwest Regional Sales Office</i>

### **EDUCATION**

Drake University – Bachelor of Arts in English

### **CANDIDATE INFORMATION INCLUDED**

- Resume
- Checked References
- Background Check Summary

### **ADDITIONAL BACKGROUND RESEARCH CONDUCTED**

- Extensive Google search completed. Nothing found.

### **SEARCHED**

Marc Anderson – 10 pages  
Marc J Anderson – 5 pages  
Marc John Anderson – 3 pages



### **KEYWORDS**

Chicago – 10 pages  
News – 10 pages  
Convicted – 10 pages  
Controversy – 10 pages  
Legal – 10 pages  
Alleged – 10 pages  
Arrest – 10 pages

- Investigative Search Completed

Candidate was truthful in the information disclosed on his resume. A careful review of data bases did not disclose any information that would suggest that the candidate has a history of improper work relationships or behavior.

- Candidate also completed a DiSC Assessment and an AVA Assessment during our internal screening and interviewing process.

# Marc J. Anderson

Passionate, experienced and ethical leader with strong domestic and global experience in hospitality and tourism. Advanced complex problem-solving skills. Detailed and results-oriented thought leader with multi-disciplinary experience in sales, marketing, media relations, e-commerce, revenue management and finance. Proven ability to develop the highest quality of customer satisfaction and delivering first-rate business and operations management.

## Career highlights:

- Assisted the City of Chicago to be voted the Best Big City in the United States for three consecutive years by the readers of *Conde Nast Traveler* (2017, 2018 and 2019)
- Unique experience growing market share for both citywide conventions and global development (tourism) in one of the top markets in the world by implementing forward-thinking sales and marketing initiatives/strategies
- Fiscally responsible leader having developed and successfully managed budgets more than \$30-\$75M for the past 28 years
- Extensive leadership skills that foster an environment of trust and respect to a diverse group of multi-cultural teammates for more than two decades
- Extensive knowledge of hotels and hotel management
  - Successfully completed departmental cross training of all hotel departments
  - Selected out of my peers to attend The Peninsula Hotels' GM/Leadership Training in Manila
- Selected to build a re-opening plan for Quail Lodge and Golf Club in Carmel Valley, CA
  - This included writing an extensive business and marketing plan; creating a complete re-opening budget and 10-year budget forecast; interviewing golf, spa and restaurant management firms; and collaborating with local California labor leaders
  - Quail Lodge did re-open in 2013 after my analysis and a roughly \$30M renovation. It is performing exceptionally well after being closed for several years
- Traveled the U.S. and globe promoting the United States and developing new territories and relationships both domestically and overseas. Especially influential with China, Canada and Middle Eastern relationships
- 28 years of experience in global sales, marketing, public relations and e-commerce. Decades of experience developing and implementing strategic, creative sales and marketing programs to increase business and revenues
- Proactive leader and communicator experienced with working and building strong relationships with executive committees and boards
- Influential, inspirational thought leader in the hospitality arena with an excellent reputation with peers, clients and leaders in the industry. Positive community image and impeccable character

## Industry Involvement

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- United States Travel Association (USTA)
  - Board of Directors (current)
  - Executive Committee (current) - Meeting Mean Business Coalition
- Association Forum
  - Board of Directors (current)
- Professional Convention Management Association (PCMA)
  - 2017 Medical Meetings Task Force
- Active member of American Society of Association Executives (ASAE)
- *BizBash Magazine* (September 2018/October 2019)
  - Named One of the Top 500 Leaders in the Events Industry
  - Top 20 Leaders of any North American DMO/CVB

## Education

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<b>Drake University, Des Moines, IA – Bachelor of Arts</b>	<b>Graduated/ August 1992</b>	Major: English; Minor: Biology/Pre-Medicine
<b>The Wharton School, University of Pennsylvania</b>	<b>January 2008</b>	Completed Executive Edge Program in Seattle, WA
<b>Rotman School of Management, University of Toronto</b>	<b>January 2007</b>	Completed Executive Edge Program; Innovation by Design
<b>The Wharton School, University of Pennsylvania</b>	<b>January 2006</b>	Completed Executive Edge Program; Strategic Thinking: Real-World, Real-Time Decisions

# Professional Experience

**Choose Chicago (the Chicago Convention and Tourism Bureau; Chicago, IL)**

**January 2015 to present**

## Chief Operating Officer

Choose Chicago is a \$31+M, 501c(6) that acts as the only sales and marketing entity for the city of Chicago and McCormick Place. We currently have more than 1,600 members representing more than 150,000 professionals throughout the Chicagoland Area.

In 2019, Choose Chicago generated nearly 60.9M visitors and more than \$16.5B in direct tourism spending for the city of Chicago and state of Illinois. Our team also confirmed 2.65M room nights resulting in \$4B in group meetings; including 52 new bookings at McCormick Place – 18 of which will convene in Chicago for the 1<sup>st</sup> time ever and 21 of which will be meeting in Chicago in the next 36-months. Partnership dues generated more than \$2.1M. In addition, sponsorship dollars totaled more than \$4.5M.

- January 2019 - promoted to Chief Operating Officer (COO) with the added responsibility of overseeing the Chicago Sports Commission
  - Manage the day-to-day operations of nearly 60 professionals with direct reports in sales, client services, special events, group marketing, human resources, membership, strategic partnerships/sponsorship and sports commission
- January 2016 - named Interim CEO by the Executive Committee of Choose Chicago
  - Interim CEO role allowed me to be involved in every aspect of our organization – board relations, fundraising, membership, lobbying/government relations, marketing, etc.
- Completed the COVID-19 Leisure and Group Recovery Plans (All In Chicago) to reopen Chicago and drive millions more tourists and thousands of meetings and events to our city
- Working in tandem with the MPEA (Metropolitan Pier and Exposition Authority) to lobby Springfield to receive the financing for a new “bridge” building at McCormick Place which would create the largest contiguous exhibit hall in the country -- connecting Hall A to Hall F
- Successfully testified in front of the Illinois Appropriations’ Committee on the importance of tourism on jobs and tax revenue in the State of Illinois and City of Chicago
- Lead the Chicago General Manager Advisory Council comprised of 12 leading Chicago Hotel General Managers
- Added three (3) key positions to the sales team to dramatically increase short-term bookings by more than 10% and develop key domestic and international markets
- Added Strategic Housing Manager to assist with citywide room blocks and pick-up
- Implemented a strategic business plan for the organization working on a six-12-month advance calendar with measurable outcomes and strategic goals
- Recently created *Connecting to Chicago (C2C)*
  - C2C is an initiative of Choose Chicago and connects group meeting clients with Chicago leaders involved in technology, business, education, science, research etc.
  - C2C was created to increase meeting attendance, exhibit and sponsorship sales; while also adding benefit to client meetings’ educational programs
  - The program will also activate Chicago’s rich business community and connect them to meeting and conventions who are investing millions of dollars a year in our city
- Increased visitors to Chicago from 54.1M in 2016; 55.2M in 2017; 57.6M in 2018; and nearly 60.9M in 2019
- Directly responsible for the confirmation of the James Beard Foundation Awards Gala and ancillary events in Chicago through 2027
- Generated nearly \$2M in sponsorship for the 2019 James Beard Foundation Awards Gala – a 44% increase in sponsorships vs. 2016
- Generated nearly \$3.7M in sponsorship for the 2018 American Society of Association Executives (ASAE) Annual Meeting in Chicago – surpassing all goals
- Increased membership by 10% by establishing more thoughtful educational opportunities and increasing member engagement and networking opportunities
- Completely revamped Choose Chicago’s strategic partnership platform thus increasing revenues with key sponsors and partners, such as, Bank of America, United Airlines, American Airlines, American Express, James Beard Foundation etc.
- Successfully led the development of Choose Chicago’s Tourism Sales (Global Development) Department in 2015 and 2016 resulting in four (4) offices in China and representation in Europe, South America and India
- Collaborated on national advocacy strategy and was elected to the USTA Board of Directors and the USTA Meetings Mean Business Executive Committee; as well as the Association Forum Board of Directors
- Collaborating with the NBA and our diverse business community to welcome the incredibly successful 2020 NBA All-Star Game to Chicago
- Worked together with the NFL on a coordinated marketing and social media plan for the 2016 NFL Draft in Chicago
  - Improvements welcomed more than 250,000 fans to the 2016 Draft Town, a 25% increase over 2015

**The Peninsula Hotels (Hong Kong; based in Chicago, IL)****April 2007 to January 2015****Regional Director of Marketing, Midwest and Canada**

The Peninsula Hotel Group is the number one luxury hotel company in the world and is comprised of ten (10) luxury hotels located in the United States, Asia and Europe. The Group is also opening hotels in London, Yangon and Istanbul. Headquartered in Hong Kong.

Leadership responsibilities include:

- Promoted from Director of Marketing, The Peninsula Chicago, to Regional Director of Marketing, The Peninsula Hotels, in September 2012 with a heavy concentration in the group (MICE) market
- In new role, oversee the regional sales, marketing, public relations and e-commerce office for all Peninsula Hotels for business development in the Midwest and Canada; as well as retain current role overseeing sales, marketing, PR etc. for The Peninsula Chicago
- Under my leadership, the Midwest Regional Office saw consecutive YOY revenue growth in all key market segments: group, consortia (leisure) and negotiated corporate
- Steered The Peninsula Chicago through the worst financial crisis in decades and an increase in comp set by 280%, while retaining 100% market penetration in REVPAR; and retained hotel's status as market leader in ADR during most of my tenure on property
- Promoted to managing the catering and convention services team at the hotel (the first time since the hotel opened that the DOM has managed this responsibility)
- Oversee day-to-day management of more than 40 employees in sales, the regional sales office, marketing, public relations, reservations, revenue management, spa/fitness centre sales, catering, conference services and guest relations
- Built (2007/2008) a Social Media Strategic Plan for The Peninsula Chicago to enhance the hotel's presence and communication to a domestic and global audience. The end-result was adopted by all hotels and resulted in a sophisticated, revenue generating social media and e-commerce platform the hotel company uses today
- Results-oriented leader in the development of two key initiatives – PenClub and PenKey
- Respected leader on The Peninsula Hotels' Director of Sales and Marketing Forum – responsible for generating sales and marketing initiatives for Peninsula Hotels. Especially responsible for educating hotel teams on group business as well as developing key marketing initiatives to drive more group business to Peninsula Hotels
- Directly responsible for generating the entire hotel's rooms, spa and food and beverage revenue; as well as developing the yearly business plan that includes departmental P&L statements as well as a 10-year CAPEX plan
- Demonstrates the keen ability to exceed profit targets, cost-effectively develop new projects, effectively manage and motivate culturally diverse staff
- Responsible for all aspects of marketing – direct mail, eDM, social media, writing, advertising and creative – for The Peninsula Chicago. This includes creating marketing concepts and designs for the hotel; writing copy; purchasing ad space, etc.
- Developed and coordinated 2008-2015 Strategic Marketing Plans. Plan included concepts of targeted marketing and sales techniques for MICE and leisure clients throughout the United States and world
- Manage the hotel's business relationship with Virtuoso and AMEX Fine Hotels and Resorts Corporate Team
- Honored with the 2008 American Express-Fine Hotels & Resorts Partner of the Year
- Acts as the official representative of The Peninsula Chicago and The Peninsula Hotels to the global hospitality community by representing the hotel at industry events and meetings, frequent press trips and on-air media appearances
- Leader on the hotel's Corporate and Social Responsibility (CSR) committee responsible for identifying key initiatives for Charity/Community Efforts; Educational/Internships; and Green/Recycling Efforts
- Frequent contributor and panelist discussing luxury travel on ABC-Chicago, *Windy City Live*. *Windy City Live* replaced the *Oprah Winfrey Show* timeslot and has beaten all competitors in ratings and viewers, including *The Today Show* and *Live with Kelly (and Regis/Michael/Ryan)*
- Collaborated with world-renowned photographer, Annie Leibovitz, on the *Portraits of Peninsula* marketing campaign – The Peninsula Chicago employees were photographed in July 2008. Portraits of Peninsula is Peninsula Hotels' main marketing initiative

**Chicago Convention and Tourism Bureau (now Choose Chicago) (Chicago, IL)****February 2003 to April 2007****Assistant Vice President, Sales**

Leadership responsibilities include:

- Played critical role in the strategy, development, sales and marketing for the West Building expansion of McCormick Place that opened in August 2007 – an \$850M investment for the city of Chicago and the state of Illinois
  - The West Building opened with 57 new bookings on the calendar
- Promoted to Assistant Vice President in March 2006; promoted to Managing Director in March 2005

- Provided day-to-day management and consistent leadership of the sales and research departments (\$4.5M annual budget) consisting of approximately 25 individuals in Chicago and Washington, DC (including vice president of diversity, director of sales, research directors, sales managers and sales coordinators)
- Restructured sales force starting in March 2005 – adding one full-time corporate sales director and focused on re-deployment of resources and accounts. Directs sales strategies and new business development for McCormick Place and Navy Pier
- Leader on CCTB Marketing Committee – responsible for all marketing initiatives at the CCTB. These include marketing and advertising campaigns for the CCTB and McCormick Place; as well as web site developments for the CCTB home page
- Relationship development with the CCTB's strategic marketing partners (American Express, Walgreen's, United Airlines, American Airlines, Blue Cross Blue Shield, Hertz, Starbucks, Southwest, etc.). In FY 2005, the revenue produced by the CCTB strategic marketing partnerships matched those of non-hotel membership dues at the CCTB
- Developed and coordinated 04/05/06 Strategic Marketing and Focus Plans. Plan included concepts of targeted marketing and sales techniques for corporate and association clients throughout the United States and Canada
- Organized and led labor meetings with Carpenters Union, contractor and McCormick Place to discuss 2007 and 2009 Coverings Show – resulting in anticipated revenue of more than \$93M to the City of Chicago and State of Illinois
- Worked together with CCTB Board Members and city and state leaders in booking new business and retaining current business in Chicago

**Wyndham International, Chicago National Sales (Chicago, IL)**

**October 2000 to October 2002**

**Director of National Sales**

Primary sales and account management responsibilities included:

- Sales and account management of all corporate and association business in Illinois (847/630 area codes), Indiana, Michigan and Wisconsin

**New Orleans Metropolitan Convention & Visitors Bureau, Inc.,**

**May 1999 to October 2000**

**Midwest Regional Office (Chicago, IL) Manager, Midwest Regional Sales Office**

Primary sales/account management responsibilities included:

- Management of all sales and marketing activities for the Midwest Regional Office of the New Orleans Metropolitan CVB including, but not limited to the development of the yearly budget and marketing/advertising plan and management of the office expenditures charged to ensure fiscal compliance including review, approval and reconciliation of invoices

**The Sherwood Group, Inc. (Northbrook, IL)**

**January 1994 to May 1999**

**Manager, Conference and Exposition Management Department**

**Smith, Bucklin & Associates (Chicago, IL)**

**September 1992 to January 1994**

**Convention Planner**



## **REFERENCES FOR MARC ANDERSON**

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### **Reference #1**

**DMO Leader**

**Previous Supervisor**

- #1 has known Marc for three and a half years.
- #1 describes Marc as a very strategy driven and goal-oriented leader.
- Marc is very transparent and ethical.
- #1 said Marc balances his strengths with a nice and inspiring touch of creativity.
- Marc is an excellent communicator both internally and to external constituents.
- When Marc shares his overall operational responsibilities and performance metrics, #1 would respectfully submit that they are some of the most ambitious and challenging with any DMO space; you will undoubtedly see his ability to organize and multi-task.
- Marc is an outstanding manager of his budgets and monitoring and most importantly projecting.
- #1 said Marc has been directly involved with just about every political and delicate aspect of the operation.
- #1 is keenly aware of Marc's reputation with their largest convention and trade show clients and he assumes Marc may use a few of those as references.
- #1 believes Marc's greatest strengths are his organization, strategy, and his unprecedented track record of results and success.
- Marc has proven his ability to sit in the Chief Executive Officer chair. With that said, #1 said Marc has not as of yet had that opportunity.
- Marc's work ethic and integrity are unprecedented and tremendous.
- #1 would work with Marc again and hopes if he is hired, Marc takes #1 with him.
- #1 is incredibly proud of Marc and is equally proud of the advanced opportunities he has provided to take on additional internal and external leadership roles.
- Any destination would be incredibly fortunate to have Marc on their team.

### **Reference #2**

**Industry Sales Leader**

**Industry Colleague**

- #2 has known Marc since 2001. They are colleagues.
- As a leader, Marc is very client oriented.
- He has good intuition and it helps him when they are having troubles or issues; he understands the client's needs.
- He is empathetic, and in Chicago, he is well respected.
- Marc is adaptable.
- He has given some high-level presentations and some creative presentations.
- #2 said Marc is fun and he adapts to his audience. He gets his point across.
- #2 said Marc is "Johnny on the spot" and may be "OCD" but he is very good.
- Marc can sometimes be hard on himself but he gets the job done.
- In terms of Marc's creativity, #2 would rate him a nine.

## **REFERENCES FOR MARC ANDERSON**

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- When there were issues in Chicago, he crafted a proposal that was very creative.
- #2 has worked with Marc directly on budgets and he is very astute.
- Marc understands the needs of clients and he is fair with the hotels and articulates why.
- Marc remained calm and collected when he faced challenges.
- When dealing with difficulty, Marc brings all parties to the table for a levelheaded conversation.
- He is very good at facilitating conversations.
- #2 said Marc's top strengths are his intuition, he is a straight shooter and a very transparent communicator, and he is also very fluid and nimble when he needs to be.
- Marc is highly ethical and when he sees things that are wrong, it bothers him.
- He acknowledges when things are out of his control and recognizes there is sometimes nothing he can do.
- #2 would absolutely work with Marc again.
- #2 highly respects Marc. He is way at the top as a professional, colleague and friend.

### **Reference #3**

#### **Industry Executive Leader**

#### **Industry Colleague**

- #3 has known Marc for five years.
- Marc is on the Association Forum Board of Directors. Choose Chicago is a strategic partner to Association Forum and Marc is the point of contact.
- Marc is a visionary leader with passion and purpose.
- He is results driven and accountable.
- #3 said Marc has a proven track record of leading through change and facilitating an environment where people excel.
- Marc possesses extraordinary communication skills and has the ability to communicate in both writing and can address complex oral issues in a very pragmatic way.
- He is an excellent orator who captures the attention and interests of vast audiences.
- #3 said Marc believes in follow up and execution.
- His attention to detail and "closing the loop" on issues is a hallmark to his leadership style.
- Marc is a creative problem solver who understands the bigger vision.
- He has visionary thinking which allows him to align organizational processes and stakeholders to achieve maximum results.
- Additionally, Marc thinks creatively about addressing the customer needs, identifying unique selling points and product/service differentiation.
- #3 believes Marc has strong fiscal acumen.
- He is accustomed to working with budgets of various sizes and levels of complexity.
- Marc serves on the Association Forum finance committee and is the Chief of Sales Officer at Choose Chicago, which says a lot about his financial strength.
- Marc has the ability to effectively represent to the city in the Mayor's office, which is significant because she is serving a first term and is an unknown entity.

## **REFERENCES FOR MARC ANDERSON**

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- Marc also represents Choose Chicago at key industry groups such as US Travel and Meetings Means Business.
- #3 said Marc's greatest strengths are his communication, accountability and vision.
- Marc loves to work. Work/life balance is an opportunity. This is something that he should challenge himself to address.
- #3 said Marc is a trusted voice and someone you can depend on for the trust.
- #3 would "absolutely" work with Marc again in the future.
- Marc is an ambitious, intelligent and gifted leader who will be the right person at the right time to take anyone to the next level of success.

### **Reference #4**

#### **DMO Sales Leader**

#### **Industry Colleague**

- #4 has known Marc for about 20 years.
- #4 reported directly to him for about a year or two, but now they are colleagues.
- #4 said Marc is a thoughtful leader with great vision.
- He is understanding and empathetic when creating his vision and in his communication of that vision.
- #4 respected and appreciated Marc.
- As a communicator, Marc is very responsive.
- He addressed issues immediately and looks for opportunities to find solutions while catering to his audience.
- #4 said Marc is organized and he can multitask easily.
- He has developed great tools that work for him to stay organized and they work.
- #4 believes one of Marc's greatest skillset is his experience within the industry.
- Marc is results driven and he looks at the numbers while attempting to be creative and solve problems.
- He is comfortable adjusting the team to make numbers work and uses his creativity to be successful.
- Marc manages a budget and never goes beyond.
- #4 rated Marc's financial skill as an eight.
- He looks at the numbers and the processes to get the best of return on his investment.
- His risks are very calculated.
- #4 shared that Marc knew how to manage the political waters very well. His experience assists him to do so carefully and successfully.
- #4 said Marc is a chameleon and knows the stakeholders.
- Marc has a strong vision and knows how to get win-win resolutions.
- #4 believes Marc is always aware of each stakeholder's position and interest when attempting to get a solution.
- #4 said Marc's greatest strengths are that he is a visionary, he is articulate, thoughtful, and politically professional.

## **REFERENCES FOR MARC ANDERSON**

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- #4 said Marc is loyal to a fault; he genuinely cares.
- It didn't matter the time of day, #4 could always get in touch with Marc.
- Marc has a very strong work ethic and he wouldn't ask anyone to do something he wouldn't do himself.
- If Marc said he was going to do something, he would do it.
- #4 would, absolutely, in a heartbeat, work with Marc again.
- #4 closed by saying, "Marc would be a phenomenal asset to any destination. His leadership is inspirational and people around him want to do better because of him."

### **Reference #5**

#### **Hotel Sales Leader**

#### **Previous Direct Report**

- #5 met Marc for the first time around nine years ago.
- #5 reported directly to Marc as a Sales Leader.
- Marc has the kind of attitude that anything is possible; you can make anything happen.
- He is well educated, well-traveled and thorough in the examples he sets.
- #5 said Marc commands the respect of his team and his colleagues.
- He looks after his team and doesn't let the pressure at the top trickle down in a negative way.
- Marc taught #5 a lot; he was a true mentor then and still is today.
- #5 believes Marc is a perfectionist when it comes to his communication.
- He takes it very seriously and is very articulate.
- Marc used to appear on live television quite often when he worked at the Peninsula and would constantly be speaking in front of important clients and colleagues in both intimate and larger settings.
- He is a natural speaker and is always prepared.
- Marc's attention to detail is one of the greatest skills he taught #5.
- He is the ultimate multi-tasker, knows when to delegate, knows when to ask for help, and can switch from speaking to a Chief Executive Officer to an assistant all in the same breath.
- Marc's memory is impressive and his ability to get things done is even more impressive.
- Marc knows when he needs to delegate and when to lean on his team for support. It is never just a one-person show.
- #5 said Marc is very creative because of his attention to detail.
- He is observant in a way that inspires him to transfer something he sees into a new light, in a different way.
- Marc ran the budgets for Peninsula Chicago as well as Peninsula Hotels from a Regional perspective.
- There was a monthly P&L and forecast, as well as, an annual budget and reforecast. #5 is sure that at Choose Chicago, he is doing even more in regard to budgets and numbers.
- Being at Choose Chicago, #5 believes Marc is likely dealing with difficult situations more often than he did at Peninsula; however, he had to balance the relationships of so many people, including two bosses, both of which were very demanding in different ways.

## **REFERENCES FOR MARC ANDERSON**

- He had to also maintain a good relationship with Peninsula Chicago colleagues, the relationship with all of the hotels and with corporate, and very importantly the relationship with his clients.
- #5 believes Marc's greatest strengths are his clear and direct vision and communication, and his ability to create a big picture goals and see it to fruition.
- As an area of growth, Marc has always worked too much. He is very responsive to emails.
- Marc fights for what he knows is right.
- He can be trusted and as previously mentioned, he leads by example.
- #5 would be very fortunate to work for Marc again.
- #5 closed by saying, "Marc is fantastic and I would recommend him with confidence."

### **Reference #6**

#### **Industry Sales Leader**

#### **Previous Direct Report**

- #6 has known Marc since 1996.
- #6 was a client who worked with Marc, then became an industry colleague, then reported to Marc.
- Marc's primary leadership trait is hiring good people to do their jobs and allowing them to do so without over-zealous "micro-management" on his part.
- Marc does expect results and absolutely holds people accountable but he gives his direct reports the space and respect to get their jobs done so that he can focus on broader initiative.
- Marc has a lot of trust in his team until or unless they give him reason not to.
- #6 shared that Marc is required to make countless presentations at industry events, etc.
- He has exemplary presentation skills and is always prepared and well-rehearsed.
- Marc can articulate a vision for customers which allows them to picture a successful event in Chicago.
- Marc is very a capable multi-tasker and easily navigates from one initiative or project to the next.
- He is highly organized, and always on time and prepared.
- #6 said Marc has an excellent memory and can always recall the specifics of a client negotiation, or the required next steps in any internal initiative.
- #6 believes in a DMO leadership role, Marc has jumped in, feet first on many occasions, to supplement and augment other organization leaders' skills or participation of lack thereof.
- Marc's clients rely on his creativity and problem solving all the time to make "their deal work" and he is a very savvy negotiator, ensuring the final agreement is a win for all parties.
- Marc has significant experience in budgeting and forecasting as well as looking at creative ways to "get things done" with sometimes limited resources.
- He is responsible for allocating and spending millions of dollars in member generated dues and taxpayer dollars and does so with extreme responsibility.
- #6 said Marc excels when navigating the political waters as a senior DMO leader.
- Marc's position requires diplomacy and he excels with difficult Board members, unhappy members, and a demanding Mayor.



## **REFERENCES FOR MARC ANDERSON**

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- #6 believes Marc's greatest strengths are his ability to navigate the politics that are inherent in a senior DMO leadership role, he is very hard working, and he allows people to do their jobs.
- As an area of growth, #6 said Marc should not work such long hours.
- Marc works as hard or harder than anyone #6 has ever worked with.
- He has a very high integrity and will stand by his work with team members, superiors, customers, members, etc.
- #6 would absolutely work with Marc again.
- #6 added that Marc is a natural in the DMO world and not everyone is.
- He can manage up, manage down, keep members happy, keep staff motivated and move the organization forward in a reliably successful and consistent way.
- Any destination would be lucky to have him on their team.

### **Reference #7**

#### **Hotel Leader**

#### **Industry Colleague**

- #7 has known Marc for more than five years.
- Marc and #7 are industry colleagues.
- #7 describes Marc as an empathetic leader who can look at all sides of an issue or situation and address them head on.
- He has a balanced perspective, considering all stakeholders in a situation, customer, CVB member, and political leaders' interests.
- #7 has found Marc to be a steady force in an extremely volatile city and market and he is respected and thought of very highly by the community.
- #7 appreciates Marc's leadership qualities.
- Marc is regularly asked to speak on behalf of Choose Chicago, McCormick Place and the city and he is an excellent communicator.
- #7 said Marc was asked to represent Choose Chicago and the community to speak in front of the Illinois Senate and House on the potential expansion of McCormick Plane and he did an excellent job representing Choose Chicago's interests in speaking to the legislators.
- #7 has seen Marc juggle multiple projects and issues at once.
- He is organized and extremely detail oriented.
- #7 was able to accompany Marc recently to a major client event and was impressed with his ability to manage several different, very strong personalities while remaining friendly, engaging and humorous.
- Marc also manages the lion's share of the team at Choose Chicago and does so very successfully.
- #7 shared that Marc has significant experience with the city and his hotel background in providing marketing and PR tools to drive revenue, ADR and occupancy.
- Choose Chicago recently launched a new marketing campaign that has increased the leisure business dramatically.

## **REFERENCES FOR MARC ANDERSON**

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- #7 knows from conversations with clients that Marc was very influential in partnering as a problem solver with PR challenges they were facing, ranging from the vast of labor to the perception of crime in the city.
- Marc excels in his ability to maneuver difficult and/or political situations through the city and state.
- Marc is further compelled to deal with labor unions on a regular basis and has a strong relationship with them as well.
- #7 shared that Marc doesn't shy away from having difficult conversations with stakeholders and clients, and always seems to come away winning for the city in addition to winning for mutual clients.
- #7 believes Marc's top strengths are that he is an empathetic leader, he is an innovative thinker and strategist, and he inspires confidence that he is a trustworthy, genuine person that works hard for his team and the Chicago community.
- As an area of growth, #7 said Marc has shared that he always wanted to move to another country, and they agreed that experience would present an interesting, different perspective on the craft destination management. However, Marc is a road warrior and clearly understands the global market, even though he has not lived overseas.
- Marc is an extremely hard worker and has the highest integrity.
- Marc is well-respected in the community and particularly by the hotels.
- #7 would, without question, work with Marc again in the future.
- #7 closed by saying, "Marc would be a great leader of any organization, and I want to reiterate the importance of his changing the way Choose Chicago has displayed and found short-term business to fill gaps, in a way that had not ever been previously done. He has been a successful leader of change, and if that skill applies to the position for which he is being considered, he would be an excellent selection."



## Executive Summary

**Client:** SearchWide LLC  
 680 Commerce Drive  
 #220  
 Woodbury, MN 55125

**Applicant:** Anderson, Marc John

**Ref.:** 04665031  
**Client Ref.:** 3085

Background Items Ordered	Description	Result
Academic - Highest Degree/Diploma Obtained	Drake University	No Discrepancy
Criminal Search - County	LAKE, IL	No Discrepancy
Criminal Search - County	COOK, IL	No Discrepancy
Criminal Search - County	MARINETTE, WI	No Discrepancy
Criminal Search - Federal	Illinois Northern	No Discrepancy
Criminal Search - Statewide	STATEWIDE,IL	No Discrepancy
Driving Record	IL - A53655070266	
ID Trace Pro	TransUnion Search	Completed
National Criminal Database		Completed
National Sex Offender Public Registry		No Discrepancy
Peer Credit Report - (Employment Purposes)	TransUnion Search	Completed



= Indicates a Discrepancy



= Indicates Please Review

Each criminal record identified in this report (if applicable) was collected as of the "Date Searched" shown on this report for that record. The information in this report may include criminal records (if applicable) that have been expunged or sealed or otherwise have become inaccessible to the public since their respective Dates Searched shown on this report.



Candidate Photo



**SearchWide Global**

## **CANDIDATE SUMMARY FOR CHARLES HARRIS**

### **WORK HISTORY**

2014 – Present	<b>Visit Anaheim – Anaheim, CA</b> <i>Chief Marketing Officer &amp; Executive Vice President Public Affairs (2020 – Present)</i> <i>Senior Vice President, Marketing (2014 – 2020)</i>
2011 – 2014	<b>Luxe Hotels – Bel Air, CA</b> <i>Vice President, Marketing</i>
2009 – 2011	<b>Coast 2 Coast Experts – Irvine, CA</b> <i>Managing Director</i>
2008 – 2009	<b>Experian Interactive – Irvine, CA</b> <i>Vice President, Strategic Marketing</i>
2005 – 2008	<b>Charles Harris Consulting – Irvine, CA</b> <i>Principal/Owner</i>
2002 – 2005	<b>Anaheim Ducks – Anaheim, CA</b> <i>Director, Corporate Communications, Community Development &amp; Synergy</i>

### **EDUCATION**

University of California – Bachelor of Arts in Psychology

### **CANDIDATE INFORMATION INCLUDED**

- Resume
- Checked References
- Background Check Summary

### **ADDITIONAL BACKGROUND RESEARCH CONDUCTED**

- Extensive Google search completed. Nothing found.

### **SEARCHED**

Charles Harris – 10 pages  
Charles E Harris – 10 pages  
Charles Edward Harris – 10 pages

## **KEYWORDS**

Anaheim – 10 pages  
Irvine – 10 pages  
News – 10 pages  
Convicted – 10 pages  
Controversy – 10 pages  
Legal – 10 pages  
Alleged – 10 pages  
Arrest – 10 pages

- Investigative Search Completed

Candidate was truthful in the information disclosed on his resume. A careful review of data bases did not disclose any information that would suggest that the candidate has a history of improper work relationships or behavior.

- Candidate also completed a DiSC Assessment and an AVA Assessment during our internal screening and interviewing process.

**PROFESSIONAL SUMMARY**

Award winning marketing executive with demonstrated expertise in branding, digital marketing, social media, operations, public affairs, public relations and crisis communications. Proven experience in the areas: Brand creation, digital marketing, public and government affairs, email marketing, sponsorship, direct response marketing. Responsible for multi-million dollar budgets.

**WORK EXPERIENCE**

**Visit Anaheim**

Anaheim, CA

**April 2014 – Present**

Destination Marketing Organization that provides sales and marketing activation, inspiration and support for Anaheim, Garden Grove, Orange County Hotels, attractions and corporate partners in the leisure and meetings and convention businesses.

Chief Marketing Officer/Executive Vice President Public Affairs

- Successfully developed and implemented the company's domestic and international marketing plans and strategies. Includes leadership, oversight and budgeting for advertising, communications, public relations, creative direction, print and digital media, website development, travel trade sales, marketing and promotional efforts, and all collateral materials.
- Drive results for a 21-person team including marketing, tourism, business intelligence, communications, social media and community relations departments.
- Developed new “Uncommon Character” marketing campaign for the destination, which included an 11-to-1 ROI for online media spend. Fifteen characters have been released for the convention and leisure markets.
- Totaled 1.8 billion earned media impressions in 2019 and 1.5+ billion impressions during each campaign from 2015-2018.
- Launched the Visit Anaheim brand after year of qualitative and quantitative research; generated more than 400 million impressions in a NYC to Anaheim, 24-hour launch and celebration. Defined the brand architecture.
- Captured 100+ marketing industry awards including Two Poppy’s for best in class campaigns among all California’s destination marketing organizations (DMO’s).
- Launched award winning content partnership video series on food and craft beer which produced 130+ million gross impressions during the campaign
- In 2019, named to the following positions: Visit California’s Brand & Content Committee Vice Chair, Orange County Visitor Authority’s Co-Marketing Chair, Anaheim Transportation Network’s Board of Directors, Cal Travel’s Government Relations Committee.

**LUXE HOTELS**

Bel Air, CA

**March 2011 – April 2014**

Los Angeles-based hospitality corporation that provides sales and marketing branding, programs and exposure for nearly 200 unique and independent hotels in 23 countries around the world including three branded Luxury hotels in California.

Vice President, Marketing

- Lead complete branding refresh for L.E. Hotels, Luxe Hotels and two branded properties with updated messaging, logos and marketing collateral.
- Generated \$6+ million in incremental sales and thousands of room nights for participating L.E. Hotel members with branded promotional packages in past two years. Bi-Monthly marketing programs target travel agents, meeting planners as well as a coordinated consumer content campaign.
- Benchmarked and drove double-digit growth on key social platforms for all branded identities including Facebook, Twitter, LinkedIn and YouTube. In 2013, also launched Instagram and Pinterest pages for all business units.
- Attended national industry-related conferences such as ALIS, NYU and Lodging Conference and met with key asset managers and hotel ownership groups to expand the Luxe Hotels brand. I also spoke on national industry panels.

**COAST 2 COAST EXPERTS**

Irvine, CA

**2009 – 2011**

A consortium of a dozen industry experts helping clients achieve goals digital marketing, social media, and communications.

Managing Director

- Developed virtual agency by collaborating with seasoned experts from California to North Carolina.
- Sold all new business retainer contracts including Los Angeles Dodgers, AEG Worldwide, Spartan Race.
- Advised clients on sponsorship opportunities, costs and ROI
- Developed comprehensive SEO content game plan for clients using blogs, Twitter, Facebook fan pages and YouTube content. Also launched numerous email marketing campaigns on behalf of clients.

**EXPERIAN INTERACTIVE**

Irvine, CA

**2008 – 2009**

Experian (LSE: EXPN) is the leading global information services company, providing data and analytical tools to clients in more than 90 countries. The company helps businesses to manage credit risk, prevent fraud, target marketing offers and automate decision making. Experian also helps individuals to check their credit report and credit score and protect against identity theft. Brands within the business unit included freecreditreport.com, ProtectMyID.com and GreenUmbrella.com.

Vice President, Strategic Marketing

- Oversaw three direct reports (search engine marketing, research, and public relations), an internal staff of eight and three outside marketing, PR and research agencies. Managed a \$4 million monthly SEM budget and a \$1 Million annual PR budget. Yearly company revenues exceeded \$3.8 billion.
- Using social media, developed concept and launched company's first-ever viral marketing campaign featuring Hollywood icon Ed McMahon. Outreach program generated more than 500 million media impressions, 800 news stories, and hundreds of thousands of page views. The campaign provided an 11% lift in new memberships.
- Created brand infrastructure and direction for freecreditreport.com including the company's first-ever brand guidelines, including a restructuring of company collateral.
- Boosted team's ROAS (Return on Advertising Spend) to an all-time high (2.58) in February, 2009.
- Managed extensive company segmentation research, developed detailed competition matrix and held focus groups with long-time customers in three states (Ill, CA and AZ).

**CHARLES HARRIS CONSULTING**

Irvine, CA

**2005 – 2008**

- Increased sales by 900% in one year for San Diego-based Section 1 as Vice President of Sales and Marketing.
- Sold \$500,000 news business partnership with Major League Baseball for a national promotion with DHL.
- Closed new accounts with UCLA Athletics, Toshiba Golf Classic and the Orange County Youth Sports Foundation.

**ANAHEIM DUCKS**

Anaheim, CA

**2002 - 2005**

Walt Disney Co. (NYSE: DIS) owned hockey club that joined the National Hockey League in 1993. As one of 30 NHL teams, the Ducks captured the Western Conference Title and came within one game of winning the 2003 Stanley Cup.

Director, Corporate Communications, Community Development and Synergy

- Reported to Senior Vice President of Business Operations, Al Coates. Oversaw four direct reports (community relations, web marketing, alumni association, public relations) and an internal staff of seven people.
- Sold out all of the team's major community partnership events and increased revenue by at least 20% of each event.
- Pitched and sold partnership with Reality TV show "The Bachelor" at home game for free hour of earned media.
- Maximized match cap with the McCormick Tribune Foundation of \$400,000 in grants for non-profit groups in one year. Celebrated Mighty Ducks Care surpassing \$5 million plateau in grants given for 32 community groups.
- Increased traffic to team's web site by 123% in one year, from 850,000 unique visitors to 1.9 million unique visitors.

**COAST 2 COAST COMMUNICATIONS**

Ra'anana, Israel

**1996-2001**

Founded an Israel-based marketing and public relations firm that guided technology companies targeting the U.S. and European markets. Provided strategy, positioning, branding and exposure for B2B and B2C client roster.

President and Founder

- Grew company from a solo operation to a nine-person team.
- Increased gross revenues at least 50% each year over a five-year period.
- Pitched and Closed 90% of all new business over a five-year period.
- 

**CHARLES LEVINE COMMUNICATIONS**

Jerusalem, Israel

**1994-1996**

Boutique Jerusalem-based PR firm that represented Government, technology and Jewish-world clients.

Senior Account Executive

- Promoted clients to 500, foreign-based news outlets as well as all domestic TV, radio and newspapers.

**LOS ANGELES DODGERS**

Los Angeles, CA

**1991-1994**

Premier sports organization, owned by the O'Malley family, which competes in Major League Baseball's National League.

**Assistant Director, Publicity**

- Reported to owner Peter O'Malley, General Manager Fred Claire and Vice President Tommy Hawkins. Made strategic decisions as part of senior management team and was number two person of 14-person department.
- Represented the organization during National League baseball road trips in all National League ballparks as well as to Mexico, Japan and Taiwan.
- Chosen by Major League Baseball to work the National League Championship Series and World Series.

**UNIVERSITY OF CALIFORNIA, IRVINE**

Irvine, CA

**1987-1991**

UC Irvine competes at the Division I level in college athletics, fielding 19 men's and women's sports including basketball, baseball, volleyball, track and field, tennis, water polo and soccer.

**Director, Sports Marketing and Promotions**

**Assistant Sports Information Director**

- Created and launched the school's first-ever sports marketing and promotions department.
- Created and sold sports sponsorship packages which led to a 416% increase in revenues over a two-year period.

**EDUCATION:**    **Bachelor of Arts** - University of California, Irvine, Major: Psychology, Minor: Sociology



## **REFERENCES FOR CHARLES HARRIS**

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### **Reference #1**

#### **DMO Leader**

#### **Previous Supervisor**

- #1 has known Charles for more than five years.
- Charles reported directly to #1.
- #1 noted that Charles was one of the best hires.
- Charles has charisma and people want to follow him.
- He is inspirational and gives people credit for their dedication and hard work.
- People want to do their best when working with Charles, as he leads by example and provides a tremendous amount of support to his team members.
- Charles has a very clear and concise communication style. His knowledge and great attitude come through in his communications.
- Charles is his “go-to” guy when he can’t make a meeting.
- As the head of Marketing, Charles has excellent organizational skills and attention to detail.
- Multitasking is a great strength for Charles, and he does a fantastic job.
- Charles didn’t come from a DMO or sports background but he has grasped the nuances of the industry better than anyone #1 has ever seen.
- Charles managed his own budgets and all of them came in at budget or under budget.
- #1 said Charles has the ability to cover the financial ground that he needs to.
- Charles works directly with the County Services Director and other government and city officials.
- Charles has a calm demeanor and he has a non-threatening manner about him; people want to work with him.
- Charles’ top strengths are his creativity, ability to communicate a vision/message, and his ability to build trust within and outside of the organization.
- As an area of growth, Charles has not had a lot of sales experience within the DMO industry. He has sold destinations but he needs some more exposure to sales if the new position is convention center heavy.
- Charles is loyal, hardworking and his work ethic is excellent.
- His integrity is the absolute highest according to #1.
- #1 would welcome the opportunity to work with Charles again at any time.
- Charles puts people at ease and drives until the work and goal is accomplished.
- #1 said, “Charles is pretty extraordinary.”

### **Reference #2**

#### **Industry Leader**

#### **Previous Supervisor**

- #2 has known Charles for more than 30 years.
- Charles and #2 have worked together and stayed in touch through the years. #2 considers them to be business colleagues and good friends.
- As a leader Charles is very assertive, confident, focused, respectful, open-minded, direct and aware of his surroundings; both with people and within his environment.
- Charles builds life-long relationships and spends the time to really get to know people.

## **REFERENCES FOR CHARLES HARRIS**

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- He has outstanding communication skills; truly one of his strengths.
- He is aware of his audience and who is receiving his message.
- Charles always shares appropriately and is open-minded to any and all feedback; he is a fantastic listener.
- Charles is able to do several things at once without missing a beat. He has a sense of organization and detail that others will never experience; these skills assisted him to find success in everything he does.
- Charles is an “out of the box” thinker but he is pragmatic in solving problems and issues.
- He has a great thought process and he understands that he needs to secure information before moving forward to finding a solution.
- He is an independent decision maker but at the same time, Charles isn’t afraid or hesitant to ask questions and seek input from others when needed.
- Charles respects the talents of others and the importance of their input.
- He uses his exceptional communication skills to maneuver through difficulty.
- Charles’ communication combined with his personality definitely assist him to achieve success and timely resolution.
- He isn’t afraid to confront difficulty. He meets any challenge with positivity and will mediate when necessary.
- Charles believes in bring people and situations together whenever possible.
- Charles’ top strengths are his work ethic, communicative skills, passion and loyalty.
- If there was something that Charles needed to improve upon, #2 said it may be seizing the opportunity.
- Charles’ work ethic and integrity are beyond reproach.
- Charles can be very serious and focused but he is selfless.
- #2 would absolutely work with Charles again.
- #2 believes Charles is ready for the next chapter. He has accomplished a great deal but he is definitely ready and will embrace it.

### **Reference #3**

#### **DMO Leader**

#### **Industry Colleague**

- #3 submitted the following statement:

“In California, tourism is a flagship of the state’s economy that is fundamentally inseparable from the Golden State’s identity: The destinations, businesses and individuals who constitute more than \$140 billion industry are a part of something bigger than the sum of its parts, something that serves as the economic and cultural lifeblood of the country’s most-visited state. At its core, California’s travel and tourism industry truly is a dynamic community, one that is ultimately shaped by the inspirational and visionary leaders who set its course both locally and statewide. To that aim, I can think of few individuals who better exemplify what it means to be a leader in this industry than my friend and colleague Charles Harris.

## **REFERENCES FOR CHARLES HARRIS**

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Our professional lives first intersected when Charles was serving as Senior Vice President of Marketing at a DMO, I have found him to be a consummate professional who, in whatever role he may be fulfilling, is an innovative and creative influencer propelling our industry forward. In such an expansive and broad-reaching industry like California travel, partnerships, innovation and collaboration are the foundation of how we as a community build what is now the state's No. 1 export in tourism. At this DMO, Charles has always built strong partnerships with other organizations, with support from his hand-selected, high-performing teams who execute effective marketing programs that have directly contributed to the growth of local and state tourism.

During his time at the DMO, he has excelled at crafting relationships with and facilitating travel to destinations throughout the destination. His intuitive approach to problem-solving and finding creative solutions for complex business challenges have allowed his organization to thrive in the midst of varying and often difficult national economic conditions within an ever-evolving travel landscape.

Finally, I have had the great fortune of personally working with Charles at Visit California, where he serves as Vice Chair of Visit California's Brand & Content Committee. The traits he embodies in his daily professional life are only magnified in his role shaping Visit California's global program of work. It has been a pleasure to work with him over the years as we together have moved the needle on so many efforts that have grown the stature and prestige of the state's travel industry at home and around the globe. Any organization would be lucky to have someone like Charles leading their team, and I have been incredibly fortunate to have been able to work with him over these past years."

### **Reference #4**

#### **Industry Leader**

#### **Previous Direct Report**

- #4 has known Charles for about 13 years.
- They met when #4 was a student. #4 said that Charles took #4 "under his wing" and mentored #4. When #4 graduated, Charles helped #4 get into a teaching program.
- #4 said that Charles has extended a tremendous amount of time, mentorship, leadership and faith into his growth and current success.
- Charles is a fantastic leader; a visionary.
- Charles can generate growth and he builds relationships the "old fashion way"; looking people in the eye and shaking their hand. He extends himself to them and takes the time to learn and get to know people.
- Charles is team and relationship oriented. He also knows how to move things forward.
- He builds a strong team by assisting to develop those around him and he invests in the people and their growth.
- Charles has very good communication skills; they are very high level.
- He is very transparent in his communications, talking and sharing the "good and the bad."
- Charles is exceptional when speaking to people one-on-one as his personality allows individuals to feel comfortable and really understand his message and vision.
- He also has very high-level attention to detail.

## **REFERENCES FOR CHARLES HARRIS**

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- Charles can balance a lot and never misses a beat; between teaching at the college and his position at Visit Anaheim.
- Charles is very creative.
- Whether Charles is expanding programs and revenue at Visit Anaheim or implementing new programs at the college, he seems to draw people to him and his projects.
- Charles isn't only creative but he has excellent problem-solving skills. He also knows when to bring in assistance. He doesn't hesitate to learn from others that may be better versed.
- Charles is always calm and clear, but he is also a very good listener; he is impressive when taking in information and looking at things from all angles.
- Charles likes to look at challenges as opportunities, as he did when increasing and further developing the sports and entertainment programs in Anaheim.
- He knows how to grow a business as well as uncovering hidden markets.
- Charles greatest strengths are his investment in people and projects, his exceptional attention to detail, and the fact that he is a "grinder" (he digs in and finds success through hard work and dedication).
- Charles' work ethic and integrity are as high level as a person can be. People trust and believe in Charles.
- #4 would absolutely work with Charles; it would be a dream for them to work together after all of these years.
- #4 added that Charles is a "rare bird." He is the whole package and can make any opportunity shine.
- Charles is a wholesome person and he gets it. There will never be disappointment in hiring Charles.

### **Reference #5**

#### **Marketing Leader**

#### **Previous Direct Report**

- #5 has known Charles since 2016.
- #5 reported directly to Charles.
- As a leader, Charles is one who believes in the people he works with.
- He supports his team and communicates clearly.
- Charles is approachable and is interested in growth opportunities for his team.
- Charles is a natural communicator.
- He manages up and down, and always tried to help others understand the bigger picture.
- Charles didn't micromanage but checked in often on hot projects.
- Charles' presentation skills are excellent and he would often represent the Chief Executive Officer and never seemed to miss a beat.
- Charles is adept at multitasking and he quite often had multiple projects moving forward at one time.
- Charles can get into the weeds if his team needs support, but he is otherwise happy to just be kept updated and in the loop.
- Charles is very creative.
- He is a problem solver and works hard to move past (and help others move past) any drama that may be associated with problems. Charles focuses on solutions.

## **REFERENCES FOR CHARLES HARRIS**

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- Charles would often work with the team, which was always appreciated, to make sure that any solutions were realistic and applicable if it was in their area.
- Maneuvering through difficulty is a talent Charles possesses that many others don't.
- It wasn't just the big, important personalities that Charles gets to know; he wants to know everyone.
- Charles is a team player and did whatever was needed. Others could always call Charles to help smooth something out if needed, or be the "heavy", if needed.
- Charles is always positive and respectful.
- Charles' greatest strengths are his open communication style, the way he empowers and supports his team, and his creativity and innovation.
- Charles was always looking to bring his team to the next level, to be a leader within the industry, and see his team and the organization be successful.
- Charles often worked nights and weekends when something was cooking. He was always reachable, even if he was out of the office.
- #5 would love to work with Charles again.
- #5 added that Charles is incredibly kind. He has a high IQ, and he remains available to #5 as a mentor.
- He asks insightful questions and genuinely wants success for those he works with.



## Executive Summary

**Client:** SearchWide LLC  
680 Commerce Drive  
#220  
Woodbury, MN 55125

**Applicant:** Harris, Charles Edward

**Ref.:** 04748776  
**Client Ref.:** 3158

Background Items Ordered	Description	Result
Academic - Highest Degree/Diploma Obtained	Uc Irvine	No Discrepancy
Criminal Search - County	ORANGE, CA	No Discrepancy
Criminal Search - Federal	California Central	No Discrepancy
Driving Record	CA - U1116163	No Discrepancy
ID Trace Pro	TransUnion Search	Completed
National Criminal Database		Completed
National Sex Offender Public Registry		No Discrepancy
Peer Credit Report - (Employment Purposes)	TransUnion Search	Completed



= Indicates a Discrepancy



= Indicates Please Review

Each criminal record identified in this report (if applicable) was collected as of the "Date Searched" shown on this report for that record. The information in this report may include criminal records (if applicable) that have been expunged or sealed or otherwise have become inaccessible to the public since their respective Dates Searched shown on this report.