



BOARD OF DIRECTORS REGULAR MEETING

Thursday, January 22, 2015 - 4:00 p.m.

Guam Visitors Bureau- Main Conference Room

BOARD of DIRECTORS PRESENT:

Chairman Mark Baldyga
 Director Bartley Jackson
 Director Milton Morinaga
 Director Clifford Guzman
 Director Hong Soon Im

Vice Chairman Bruce Kloppenburg
 Director Theresa Arriola
 Director Norio Nakajima
 Director Sam Shinohara
 Director Katarina Sgro

BOARD of DIRECTORS PRESENT:

Director Robert Hofmann - Family emergency
 Director Eduardo "Champ" Calvo - Off-island
 Director Jennifer Camacho

GVB MANAGEMENT & STAFF PRESENT:

Karl Pangelinan
 Regina Nedlic
 Dee Hernandez
 Brian Borja
 Mark Manglona
 Meriza Peredo

Nathan Denight
 Elaine Pangelinan
 June Sugawara
 Nakisha Onedera
 Doris Ada
 Josh Tyquiengco

Colleen Cabedo
 Nic Yasuhiro
 Haven Torres
 Kraig Camacho
 Steve Dierking
 Felix Reyes

GUESTS:

Jasmine Stole - Marianas Variety
 Isa Baza - KUAM
 Millie Acfalle - Senator Tina Muna Barnes Office
 Bernice Rivera - Senator Tina Muna Barnes Office
 Daisha Debutiaco

I. CALL TO ORDER

Chairman Baldyga called the meeting of the board to order at 4:00 p.m.

II. EXECUTIVE SESSION

Chairman Baldyga made a motion, seconded by Vice Chairman Kloppenburg, to go into Executive Session. **Motion Unanimously Approved.**

Executive Session started at 4:03 p.m. to discuss the position of the General Manager.

Pursuant to 5GCA Ch.8 Open Government Law §8111. *Executive Sessions* minutes of the Executive Session shall be made available 6 months from the date of the meeting.

Chairman Baldyga made a motion, seconded by Director Morinaga, to exit out from the Executive Session. **Motion Unanimously Approved.**

Meeting resumed into regular session at 4:13 p.m.

III. APPOINTMENT OF GVB GENERAL MANAGER

Chairman Baldyga mentioned that the board went into executive session to discuss the position of General Manager. As most know, Mr. Pangelinan will be departing from the Bureau after two very strong years. He went on to say that the search for General Manager was not difficult. The board has unanimously agreed to appointment of Mr. Jon Nathan Denight as the General Manager.

Chairman Baldyga made a motion, seconded by Director Shinohara, to appoint Mr. Jon Nathan Denight as the General Manager of the Guam Visitors Bureau. **Motion Unanimously Approved. Mr. Jon Nathan Denight accepted and will be the new GVB General Manager, effective February 1st.**

IV. MINUTES OF THE PREVIOUS MEETING

Exhibit A

Director Jackson made a motion, seconded by Director Guzman, to approve the minutes of the previous Board of Directors meeting dated January 8, 2015. **Motion Unanimously Approved. (Subject to minor revisions)**

V. REPORT OF THE BOARD COMMITTEES

A. EXECUTIVE COMMITTEE

Vice Chairman Kloppenburg made a motion, seconded by Director Guzman, to ratify Executive Committee's approval for the travel of the KMC Chairman, Deputy General Manager, and Marketing Manager to meet with the KGTC, KGMC and other stakeholders in Seoul and to join GIAA representatives for a meeting with Air Busan during January 28 - February 1, 2015. Cost is approximately \$6,198.00 from FY2015 Acct. #KO-SMD023. **Motion Unanimously Approved.**

Marketing	Lodging	M&IE	Total
KMC Chairman B. Jackson	\$287.50 x 2 nites/Seoul	\$180.00 x 2 days	\$935.00
	\$291.25 x 1 nite/Busan	\$183.75 x 1 day	\$475.00
GVB DGM J. Nathan Denight	\$287.50 x 2 nites/Seoul	\$180.00 x 2 days	\$935.00
	\$291.25 x 1 nite/Busan	\$183.75 x 1 day	\$475.00
GVB MM Pilar Laguana	\$230.00 x 2 nites/Seoul	\$144.00 x 2 days	\$748.00
	\$233.00 x 1 nite/Busan	\$147.00 x 1 day	\$380.00
Airfare	\$750 x 3 pax		\$2,250.00
	TOTAL		\$6,198.00

Background: Mr. Bartley Jackson was recently re-elected as a GVB Board Director and appointed as the Korea Marketing Committee (KMC) Chairman, replacing outgoing KMC Chairman Mr. N. Oscar Miyashita.

This travel allows for Mr. Jackson to be re-introduced to the Korea travel industry, especially to the KGTC, KGMC, and other key stakeholders in Seoul and Busan City, as KMC Chairman. Mr. Jackson has tremendous experience and knowledge about the Korea market and his return to the KMC as Chairman will provide guidance, direction and insight to the growing market and to encourage continued support for Guam travel.

Mr. Jackson will be joined by the GVB Deputy General Manager and Marketing Manager to discuss much needed marketing and PR support with airlines and travel agents. Additionally, they will be meeting with the GVB GSA to discuss important marketing, PR, promotions, and events opportunities, as well as budgets and plans for FY2015 and FY2016.

Representatives from GIAA will be joining the team to travel to Busan City to meet with Air Busan executives to discuss Guam route opportunities.

Issue: Board approval for travel required.

Discussion/Comments:

Director Jackson discussed that as the Chairman of the KMC he had been requested to attend these meetings. He went on to add that they would be meeting with Air Busan, who has been contemplating traveling to Guam, with a representative from GIAA, Mr. Peter Roy. While there will also meet with the GVB Korea office and some TAs.

Chairman Baldyga added that Director Jackson had been the Chairman of the KMC before. Now that he is the Chairman again, this trip is important to freshen his relationships with our partners in Korea.

B. ADMINISTRATION & GOV'T RELATIONS

Nothing to report.

C. CULTURAL & HERITAGE

Guam Chamorro Dance Academy

Director Arriola made a motion, seconded by Director Guzman to approve travel for the FY2015 Guam Chamorro Dance Academy Program in Japan. (Estimated cost: \$25,344.00 Account No. CPO001). **Motion Unanimously Approved.**

Background: This marks the 6th year of the continuation of the Guam Chamorro Dance Academy within Japan. Last fiscal year, five classes were taught with a total of 475 students, including dance instructors who in turn bring lessons to their dance studios. As a result, two separate participants of the academy established two (2) dance houses in Tokyo and Mito City.

Three dance instructors will be sent along with one GVB DM staff to run the program.

Dates of the classes are as follows:

March 7 – 8, 2015 (Sapporo)

April 11 – 12, 2015 (Osaka)

June 13 – 14, 2015 (Tokyo)

Breakdown is as follows:

Airfare: 4 pax @ \$800.00 per air ticket x 3 trips				\$9,600.00
Professional Fee				
Dance Master: Frank Rabon (1 pax x 2 days x \$100.00 x 3 trips)				\$600.00
Assistants (2 pax x 2 days x \$50.00 x 3 trips)				\$600.00
City	Per Diem	Days	Pax	
Sapporo	\$256	4	4	\$4,096.00
Osaka	\$292	4	4	\$4,672.00
Tokyo	\$361	4	4	\$5,776.00
Yokohama				
TOTAL:				\$25,344.00

Issue: Board approval required for all travel

Discussion/Comments:

Director Arriola discussed that this marks the 6th year that GVB has conducted the GCDA in Japan. It is a successful program in a mature market that is seeking other activities other than shopping. For planning purposes the dates are listed for approval.

D. DESTINATION MANAGEMENT

Chairman Baldyga discussed with the board that Destination Management has grown tremendously over the years. The budget for Destination Management has increased from \$2 million to \$5 million over the last 36 months. It is the one department in GVB that doesn't currently have a full-time manager. With all the capital improvement projects and additional activities, management has requested to add on an additional staff to handle the extra load that we've tacked on.

Chairman Baldyga discussed that for FY15 the board approved four positions, for which the budget for those positions had been approved by the legislature. They were originally going to be administrative support personnel, but management suggested that one of those personnel become a Destination Manager. One recommendation that he received was to have the Destination Manager become a working manager (to spend 70% of they're time on new activities and the other 30% managing the team).

Deputy General Manager Nathan Denight mentioned that we have a great team in that department, but there are a lot of new projects that are coming up. With the amount of workload on the existing projects, creating the new projects needs to have someone to put in more effort. It's about time that we create a classified position to manage that department.

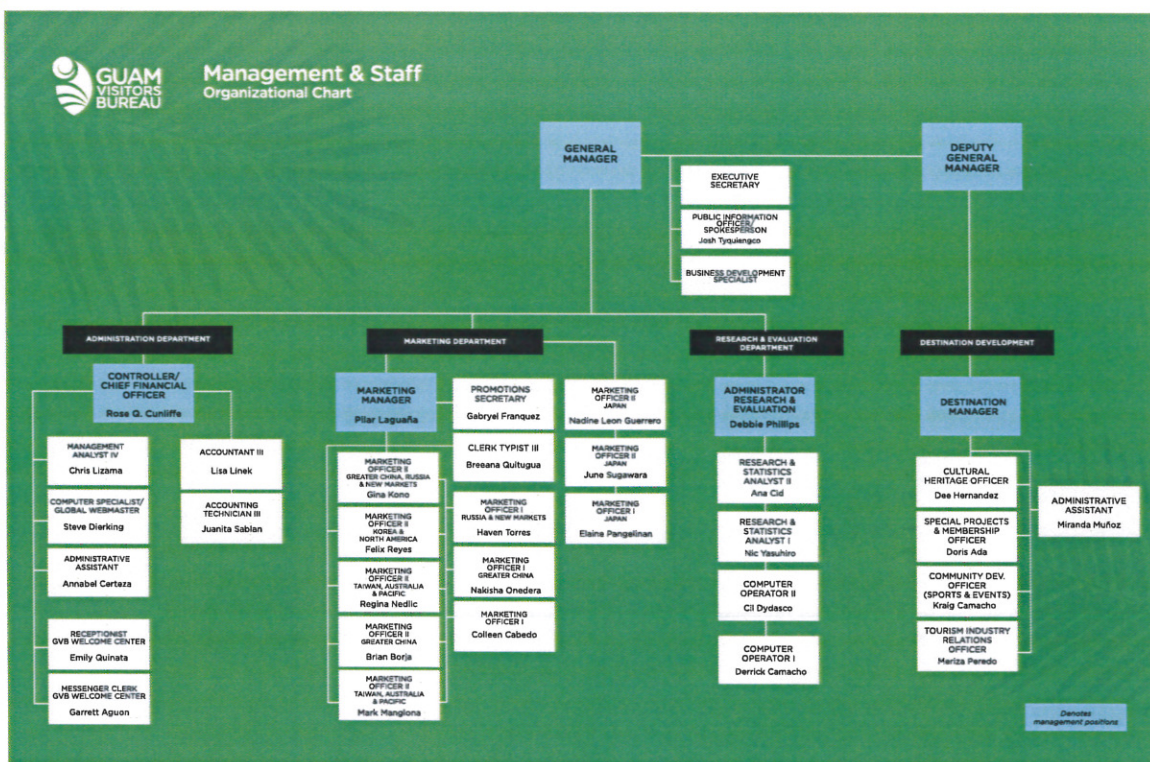
Chairman Baldyga also brought up Tourism Industry Relations under Destination Development. He commented that the title of Tourism Industry Relations Officer doesn't really match what the TIR does. Our TIR is more of a visitor safety and satisfaction officer. Chairman Baldyga suggested to the board that they relook at all of the position titles to be more descriptive of what they do. Perhaps to change TIR officer to Visitor Safety & Satisfaction Officer. **Chairman Baldyga said that one of the things he asked DGM Denight to do was to look within the GovGuam laws and to make sure that we can shuffle things around and to clean up the titles so they are more in sync with the private sector.** He thinks that it suits our mission a little better.

DGM Denight discussed that in the last board meeting membership and community outreach combined and that management wanted to create an additional committee for visitor safety & satisfaction. Chairman Baldyga added on saying that the people that sit in the Destination Management meetings (i.e. GPD chief and GFD chief), don't focus on capital improvement projects, but rather visitor safety and satisfaction.

In the new Visitor Safety and Satisfaction Committee, it can encompass the ambassador program at the airport and everything that has to do with the safety involving our tourists and our tourist destinations. Chairman Baldyga asked Director Im to be the Chairman for the new Visitor Safety and Satisfaction Committee. Director Im gladly accepted the nomination.

Chairman Baldyga made a motion, seconded by Director Arriola, to establish a Visitor Safety and Satisfaction Committee. Motion Unanimously Approved.

Vice Chairman Kloppenburg made a motion, seconded by Vice Chairman Kloppenburg, to appoint Director Im as Chairman for Visitor Safety and Satisfaction Committee. Motion Unanimously Approved.



Director Arriola mentioned that she supports management's decision on what they feel the bureau needs in regards to positions, but was concerned about how it may be perceived by the legislature. She added that we originally asked for four marketing positions (which had been justified and approved by the legislature) and now we have these other positions that are in lieu of it. She suggested that the board be cautious about the bureau's credibility when asking for things that we do not fill.

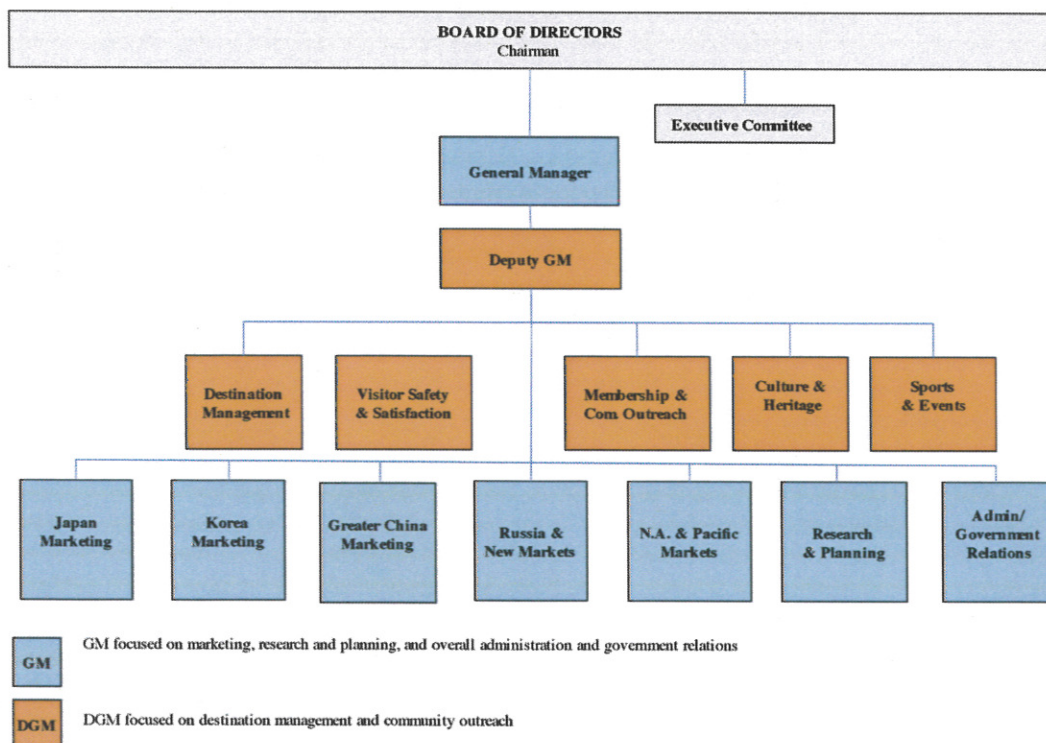
Chairman Baldyga replied by saying that we asked for additional marketing officers because of the expanded workload. DGM Denight added to that comment by saying that he checked with their oversight chair Senator Barnes and her COS Stephanie Flores and they said that they were supportive of the idea. We've already hired a MO1 and a Research Analyst 1. So we have two more positions to fill.

Chairman Baldyga reiterated that the bureau has hired a MO1, Research Analyst 1, and the board had discussed a Destination Manager, and now management has an additional position up for discussion. Under the direction of the General Manager, the fourth position would be a Business Development Specialist. Chairman Baldyga was open to suggestions on an alternate title, but the concept of this position would tie into all the additional work of the General Manager, for example the Guam Tourism Academy; for which, was approved by the legislature for \$300,000 will be over sighted by the Business Development Specialist. Also, the Business Development Specialist will take part in new legislation, such as the signage law and CC&Rs. The BDS was previously approved by the board years ago, but was never filled.

New Positions

- Destination Development Manager
 - Current situation: DGM acts as dept head
 - Need to institutionalize this position as destination projects and budget grow
 - Marketing Mgr funding approved by Legislature
- Business Development Specialist
 - Research, write, procurement/contracts, budget analysis, policy issues, new projects & programs, attend meetings for GM, strategic planning
 - Funding approved by the Legislature
 - Unclassified

Committee Structure



Chairman Baldyga addressed an organizational chart that DGM Denight had found. He thought that given the dynamics of the new GM & DGM, going back to this organizational chart would be better. Director Arriola said that she supports management's decision to reorganize, but would should be cautious. Chairman Baldyga said that he would defend the need for a Destination Manager and that we could put a clause. He went on to say that the costs are the same and budgets are the same and that we are not asking the legislature for more money.

E. GREATER CHINA MARKETING

Committee Minutes dated December 16, 2014

Exhibit B

Vice Chairman Kloppenburg reported that they would be having their first committee meeting on February 6 at 11am. As always, any board member is willing to join in the meeting.

Chairman Baldyga added that the event hosted by United with 22 travel agents from DFS China went well. He thanked Director Shinohara for their efforts. DFS China reps (including CITS) will be on island for a couple of days.

F. JAPAN MARKETING

Director Morinaga reported that JMC decided to change the time of their meetings from 1:30-3:30. The reason being that there are a couple of members that travel from Japan if we had it on the same time and date would not be able to make the flight later that day. To save the cost we we've changed the time.

He reported that they've run an extensive and last-minute ad in November & December. They have an independent company that is contracted to do research on how much impact these promotions had with travel and consumer. Three-day on-island expense, they've found, were are only -1.4% in dollars (2013 vs 2014). In comparison to Hawaii, this is very good. Japanese are not spending as much in Hawaii. Yen difference between 2013 vs 2014 is 20%.

Director Morinaga also mentioned that fuel cost has gone down, so a lot of the travel agencies are adjusting their packages. However, the loss of the 20% of the yen might cause the packages to be getting cheaper. This could potentially be a big deal.

Director Morinaga reported that the Japan government issued a visa to Chinese (China to Japan), 5-year multiple entry visa for which anyone can apply. In the past one would need a certain income to apply, but now anyone. That means that they are expecting more Chinese landing to Japan. Overall, Japan isn't too happy about it. Of course Tokyo and other big cities will be benefiting. Japan has 13.4 million visitors, which is record high. That means that all the airlines are coming in with foreigners who are coming in full flights. What is happening is that the airlines are filled with foreigners coming in and out of the country. Japanese are finding it more difficult to get in and out of the country. Travel agents are looking into shorter destinations where it's not too crowded such as Guam, Saipan, and Hawaii.

Chairman Baldyga mentioned that during the United-hosted event with DFS China got the prognosis that we should reach our goal of 100,000 Chinese visitors by 2020.

G. KOREA MARKETING

Committee Minutes dated December 16, 2014

Exhibit C

Director Jackson reported that we are entering into a very strong period with extra flights and increased size of different equipment to the market. Positive things are really moving forward. He is looking forward to productive meetings next week in Korea.

H. MEMBERSHIP & COMMUNITY OUTREACH

Director Guzman reported that the committee had not met yet; however, he had met with staff to have a briefing.

I. NORTH AMERICA & PACIFIC MARKETS

Committee Minutes dated December 18, 2014

Exhibit D

LA Travel & Adventure Show

Director Arriola made a motion, seconded by Director Guzman, to approve travel for two GVB staff to attend the 2015 Los Angeles Travel & Adventure Show in Long Beach, CA, from February 21-22, 2015, as well as area Travel Agents Sales Calls and follow up outreach to West Coast based Chamorro clubs/organizations. Cost is approximately \$8,150.00 from the FY2015 North America Sales Marketing Development Acct# SMD023. **Motion Unanimously Approved.**

Airfare (\$1,900 x 2 pax)	\$3,800.00
Per Diem - Los Angeles Lodging (\$138/day x 6 nites x 2 pax)	\$1,656.00
Per Diem - Los Angeles M&IE (\$71/day x 7 days x 2 pax)	\$994.00
Excess Baggage	\$200.00
Car Rental (\$150 x 6 days)	\$900.00
Unanticipated & Event/Roadshow Expenses/Meeting Event Expenses	\$600.00
TOTAL ESTIMATED EXPENSES:	\$8,150.00

Background: The Los Angeles Travel & Adventure Show is the west coast's largest travel consumer event and will be held in Long Beach, CA. The event drew more than 26,000 visitors last year and more are expected this year.

GVB continues to reach out to Chamorros and friends of Guam living in the states and this general consumer show located in an important Guam-heavy community will help with GVB's outreach efforts in the states, especially in Southern California and the Long Beach/San Diego region. GVB will be working collaboratively with west coast based Chamorro clubs and organizations to engage as many from the region as possible to consider Guam travel. GVB will have three booths and joined by its local travel partners for a very effective presentation.

Issue: Board approval required.

Discussion/Comments:

Director Arriola discussed that the LA Travel & Adventure Show is the largest travel consumer show in California and that we always go to this event and get good press.

She said that she had briefing with staff last Friday and that in that meeting she asked Director Shinohara to be Vice-Chairman of North America. The next NAP committee meeting would be next week and are gearing up for events in Philippines and the next PATA Mic meeting. She also announced that the following NAP meeting will be in March.

Chairman Baldyga made a motion, seconded by Vice Chairman Kloppenburg, to appoint Director Shinohara as the Vice Chairman for the North America & Pacific Committee. **Motion Unanimously Approved. Director Shinohara accepted.**

J. RESEARCH

Chairman Baldyga said that Director Shinohara was willing to step up and become the Chairman for the Research Committee.

Chairman Baldyga made a motion, seconded by Director Arriola, to appoint Director Shinohara as the Chairman for the Research Committee. **Motion Unanimously Approved. Director Shinohara accepted.**

K. RUSSIA & NEW MARKETS

Director Jackson reported that unfortunately all of the good news that is associated with lower fuel costs has the opposite effect in Russia. As the only oil-based economy of our source markets, every time their price drops they take another hit in their economy. As of the other day with the ruble at 65, there are not enough bookings. The Russians that we see around are those that had booked in August/September. Russia is a pre-paid market, which is a good thing about it, but there are virtually no new bookings as of now. He has heard that some Russians have changed rubles for yen and have got better value. He noted that there are Russians that try to find their way to Guam, because there is still the demand. As soon as the oil situation settles, then we should see the market recover. Saipan is experiencing the same situation from the Russia market. We are still going to keep our presence and try to continue to grow and support the demand. For the long-term, he feels that this market would be fine.

L. SPORTS & EVENTS

Committee Minutes dated January 6, 2015

Exhibit E

Director Sgro reported that she sat in the last Sports & Events. Chairman Baldyga mentioned that Director Sgro had volunteered to be the Vice-Chairwoman for Membership and Community Outreach.

Chairman Baldyga made a motion, seconded by Director Guzman, to appoint Director Sgro as the Vice Chairwoman of Membership & Community Outreach. **Motion Unanimously Approved. Director Sgro Accepted.**

VI. OLD BUSINESS

Committee Chair Transition Meetings

Chairman Baldyga handed the board the FY2015 Smart Goals and mentioned that there will be transition meetings were. Executive Secretary Colleen Cabedo will be setting up those meetings and asked the board to look over the minutes of their committees and be ready to discuss in the transition meetings.

Chairman Baldyga would like to have the tauting law, signage law, VSO hand-billing an urgent priority by the end of the first quarter of the year. DGM Denight reported that they just had a meeting with Paul Suba from G4S and that they are working with GPD on the VSO hand-billing.

GM Pangelinan discussed that another issue that has been occurring is CBP wait times at the airport. He saw an e-mail chain this morning that the Governor's D.C. representative had a conversation with Homeland Security and mentioned that Secretary Johnson had put-forth a mission to reduce wait times at international airports. They want to introduce a pilot program and he made a recommendation that GIAA be apart of that program. It's still early in planning, but it's good to see the agency have an interest in this vision. He thinks that Guam is a wonderful case study. Asked if there's something that we could do

along with the front office to maybe help to process move along. DGM Denight to work with GM Pangelinan to download all the information and to come back to the board with a recommendation of what we can do to better support.

Horwath Study

Chairman Baldyga mentioned that he sent the board the Horwath Study and opened the table for discussion. As the GHRA Chairman, Director Jackson said that for those who have any interaction with Horwath over the years, it is a standard market feasibility study. He said that the study is more focused on showing where Guam's economy is, not so much as a recommendation of where it should go. He said unfortunately, it is not well researched. There are errors about our competitive situation and he thinks that all the information about Okinawa is off as well as other destinations.

Chairman Baldyga asked Director Jackson what his opinion about his feedback about the ADRs. Director Jackson said that the trend in Guam, for the 25 years that he's been here, is to discount rates as a way to bring business. Chairman Baldyga said that one of the reasons for that was because we were Japan market heavy, so Japanese wholesalers would put negative pressure but now it's different because we have diversified our markets. Director Jackson said that not all hotels are diverse as imagined and that hotels focus on certain markets -it really depends on arrivals. As long as the arrivals continue to come then the occupancies will be supported, but if there is any softness from any of the markets then hotels will start lowering their rates in hopes of recouping their money.

Director Morinaga agreed with Director Jackson. He said that a mature hotelier would be more concern about occupancy in the ADR, but would lower rates to when arrivals are low. Talking to Ken Corp, they have a mission to keep increasing, so that tells you again currently the occupancy tax is high. Director Morinaga questioned who the reader of the study is? He went on to add that they compared Guam to Bali. We don't have the same tourist profile like Bali. We don't have the same international travelers coming to Guam. Those international travelers go to Bali and Phuket because of they are exotic and is a place for partygoers. A lot of the facts that they stated are wrong.

Chairman Baldyga commented that GVB paid 50% of the report with GEDA. It was partly done for the legislature and the new QC law, which has been passed. Part of it was to encourage new hotel investors. Chairman Baldyga mentioned that when we went to HICAP and started talking to the hotels he thought it would be helpful to have an international study report to tell investors about Guam and why they should invest. GVB was interviewed for the study, but considering how they were here for about 2 weeks it probably was hard to have them cover 20 years of history. The purpose of this study is to give us the foundation of where we are and is the starting point for where we can move forward.

Director Jackson and Director Morinaga said that they would think of some other recommendations to add to Chairman Baldyga's feedback letter. Chairman Baldyga asked the board to submit any comments that they would like to include in our recommendation letter to GEDA regarding the Horwath Study to have them submitted by the end of the week. **DGM Denight will take the letter and make the final revisions and will send out to GEDA.**

Chairman Baldyga brought up the issue with Oka Point and said that Oka point has tremendous investment potential. It could be turned into a major conference, convention center, among others. He said that he thinks that the recommendation to put a standard hotel at Oka wouldn't be a great idea.

VII. NEW BUSINESS

Lights in Tumon

Director Im mentioned that he counted around 300 streetlights in Tumon, but only 34% of the lights were turned lit. DGM Denight gave an update to Director Im, saying the DPW is actually controlling the fixtures for the street poles. He noted that we have a bid out and a contract awarded to fix all the streetlights. Right now we ordered all the fixtures and should be here by the middle of February.

Hopefully by March we should have all the streetlights on. Director Im said that even though the light may be on, the range that it lights is not enough. We need to make the lights brighter and we need to make sure that it's always on. DGM Denight said that half the lights in Tumon will be replaced with LED lighting. Chairman Baldyga added that once the LED lights are up, we can decide if we should replace all the lights. If so, we can include the costs to replace the lights into the FY16 budget.

Recommendation for New Event/Attractions

Vice Chairman Kloppenburg mentioned that we are looking for some kind of signature event. About a month ago, there was the Parade of Lights run that lit up the streets from Paseo to Alupang Beach Tower. He said that there were up-lights lights in different colors that were on the trees. He asked how much it would cost to have something like this year-round. Mr. Im said that Jackson is going to P.I. and to take picture of Hyatt there. To do something like what they did and light it up. Director Im suggested looking up costs for more designs, sculptures, and attractions.

Cross-walk/Potholes at Oka Payless intersection

The board discussed that a pedestrian almost got hit trying to walk across Oka Payless. The board discussed that there is cross-walk stripping that indicates that pedestrians can cross. Chairman Baldyga said that maybe we should include this in our Capital Improvement Projects. There were discussions about that road being in the middle of being a federal routed road and a local routed road, because the intersection right-of-way. Federal has money for it, but can't do anything until right-of-way straightens out. Chairman Baldyga asked DGM Denight what happened to the sidewalk around Sheraton that they've talked about. Chairman Baldyga asked him to get the original request and to see how much it would cost to put a sidewalk at that area, but in the meantime, he asked DGM Denight to start painting the stripes at the intersection before someone gets hit. Chairman Baldyga also mentioned that there are a lot of potholes on that road. He asked DGM to get the cost for filling up the potholes on that stretch of road.

VIII. ANNOUNCEMENT

Upcoming Board Meetings:

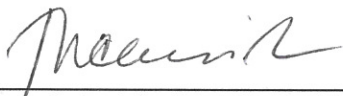
- Thursday, February 12, 2015 at 4:00pm, GVB Main Conference Room.
- Thursday, February 26, 2015 at 4:00pm, GVB Main Conference Room.

Board Activity:

- Head shots for new board members: TBD in early February.
- Ethics training for board members that are applicable: TBD at the end of February.

IX. ADJOURNMENT

Director Shinohara made a motion, seconded by Director Guzman, to adjourn the meeting. Meeting adjourned at 5:36 p.m. **Motion Unanimously Approved.**



Mrs. Theresa C. Arriola, Secretary of the Board of Directors



Board Minutes respectively submitted by Colleen Cabedo, Executive Secretary