

IN THE MATTER OF:  
JACKSON COUNTY TOURISM  
DEVELOPMENT AUTHORITY

---

Jackson County Tourism Development Authority

Board of Directors Meeting

February 19, 2014

1:00 p.m.

-oOo-

Pursuant to Notice  
At the North Carolina Center for the Advancement of Teaching  
Cullowhee, North Carolina

Reported by:

Laurie Combs Deloach, Court Reporter

SPERLING & BARRACO, INC.  
Registered Professional Reporters  
53 Orange Avenue  
Asheville, NC 28801  
(828)253-2744

Page 2

1

2 **APPEARANCES**

3

4 Robert Jumper, Chairman

5 Clifford Meads

6 Ken Fernandez

7 Robert Dewes

8 Alex Bell

9 Mickey Luker

10 Mary Lanning

11 Merrily Teasley

12 Stephanie Edwards

13 Julie Spiro

14 Deb Watson

15 Vicki Greene, County Commissioner

16 Darlene Fox, Finance Director

17 Brien Peterkin

18 Ashley Faulkner

19 Vick Patel

20 Julia Stockton

21

22

23

24

25

SPERLING & BARRACO, INC.

Page 3

1

2 (Whereupon, at which time the following proceedings were

3 held:)

4 **MR. JUMPER:** We will call this meeting of the

5 Jackson County Tourism Development Authority to order.

6 Our first order of business is the review and

7 approval of the minutes from January 15th. Hopefully,

8 all of you got those via email and had a chance to

9 review them. If you didn't we will give you a copy and

10 you can sit in the corner for the next 30 minutes and

11 take a review of that.

12 If there are no questions -- I heard -- Who did

13 I --

14 I got an email from you.

15 **MS. GREEN:** Yes. I have not expressed problems

16 with my back. And then I did not -- could not think of

17 what I would have said instead of that. But I don't

18 have back problems.

19 **MR. JUMPER:** Would you like that amended in the

20 minutes?

21 **MS. GREEN:** I got other problems, but my back

22 isn't one of them; which tells you how thoroughly I

23 read those minutes.

24 **MR. JUMPER:** There you go. Good job.

25 **MR. LUKER:** I thought you meant maybe somebody get

SPERLING & BARRACO, INC.

Page 4

1 off your back.

2 **MS. GREEN:** That is always the case.

3 **MR. JUMPER:** If there are no other questions or

4 comments, I will entertain a motion to approve the

5 minutes with that one amendment.

6 **MS. TEASLEY:** So moved.

7 **MR. JUMPER:** Second?

8 **MS. FAULKNER:** Second.

9 **MR. JUMPER:** All in favor raise your right hand.

10 (Comply.)

11 **MR. JUMPER:** Any opposed, same sign.

12 Looks like we have approval for that.

13 Next is the review of our financial report.

14 Darlene?

15 **MS. FOX:** I have handed out copies already. I'll

16 go to the highlights.

17 The revenues collected in January were for

18 December rentals. They totaled \$42,388.77, and as

19 reflected, \$180 in penalties.

20 The year to date collection totals \$486,773. That

21 is 81.12 percent of the book.

22 We had 110 units reporting for December. Based on

23 a 3 percent comparison rate, the collections were up

24 13 percent from the same period. The total increase

25 for the fiscal year is 10.4 percent.

SPERLING & BARRACO, INC.

Page 5

1 Actually if you look down at the chart for the

2 \$21,000, for '13 and the \$31,000 for '14, that is about

3 a 50 percent increase for that month.

4 The cash balance at January 31st is \$539,599. The

5 cash balance at January 31st, 2013 was \$370,622.47.

6 That is a 75 percent increase.

7 The expenses for the month of January were

8 \$47,888. The year to date expenses total \$250,496 and

9 then encumbrance fees of \$130,101 for a combined total

10 of \$383,597. That is 63.43 percent above it.

11 And you can see from the chart down below the

12 breakdown of the different categories of the rentals

13 for the total of \$42,338.77.

14 Then on the back of the chart you can see the

15 breakdown for each month with the percent coming from

16 each type.

17 I will be glad to answer any questions.

18 **MR. DEWES:** Darlene, I know it is probably on

19 here, but we are at 64 percent of our budget right now?

20 **MS. FOX:** That's correct.

21 **MR. DEWES:** Are we in line with years past --

22 **MS. FOX:** We are.

23 **MR. DEWES:** -- spending?

24 Okay.

25 **MR. PETERKIN:** This is extremely good news for us.

SPERLING & BARRACO, INC.

Page 6

1 Those are good numbers, extremely good numbers. It was  
 2 way up in December. We have had some rough weather.  
 3 But revenues are up, up for the year. Even without the  
 4 one percent increase we were right on our \$600,000  
 5 budget even if we have no additional increase for the  
 6 year. So that is good.

7 With our one percent, so we will be looking at a  
 8 budget at a minimum of \$660,000 for next year.

9 So what that leads into is a quick beginning  
 10 point, our budget for next year. So we are -- We have  
 11 a schedule here. And we have a chart -- a chart here  
 12 for you all. And Darlene is passing them out real  
 13 quick.

14 Now we're going to have just a couple of minutes  
 15 to talk about our budget for next year. So we have a  
 16 schedule. And we are going to stick to it. And we'll  
 17 get our budget done in a timely manner.

18 **MR. BELL:** Excuse me. May I go ahead and make a  
 19 motion that we approve the financial chart that she has  
 20 submitted; and that way we can not move back, but move  
 21 forward?

22 **MR. JUMPER:** Can I get a second on that motion?  
 23 **MS. LANNING:** Second.

24 **MR. JUMPER:** All in favor raise your right hand?  
 25 (Complies.)

SPERLING & BARRACO, INC.

Page 7

1 **MR. JUMPER:** Any opposed, same sign.  
 2 **MR. PETERKIN:** Okay. So what we are passing out  
 3 is our schedule for our budget and also a chart that  
 4 shows percentage wise where we spend our money and then  
 5 on the left is a list of those expenses.

6 I think it is important for the Board to know  
 7 where we spend our money and how we spend it, and for  
 8 us to be thinking about is this the right allocation  
 9 for next year or do we need to change that allocation,  
 10 and what do we do.

11 Obviously, marketing has been a big part of our  
 12 budget. And you'll see that here, 44 percent of our  
 13 budget is spent on marketing. That is a big number.

14 You'll see a presentation later on today on  
 15 marketing. I think you will be very pleased with it  
 16 and you will feel good about that.

17 Another big number that we spend is on visitor  
 18 centers both here in Jackson County and up in Cashiers.  
 19 We are going to -- The Executive Committee is going to  
 20 plan a couple of field trips, one to our center here  
 21 and one up to Cashiers to meet those folks and look at  
 22 those centers.

23 You all are invited. It will give you a good  
 24 heads up there. I think it is a big part of our  
 25 expense and I think we should all make a trip up to

SPERLING & BARRACO, INC.

Page 8

1 both centers and see what they are doing and see what  
 2 they need.

3 You know, we have -- Our budget this year was  
 4 \$600,000. Our budget next year should be able to be at  
 5 least \$650,000.

6 The State requires us to keep 8 percent in a  
 7 contingency fund. So that is about \$50,000 in cash.

8 It looks like we will have somewhere between  
 9 \$200,000 and \$300,000 in cash at the end of this year  
 10 because of the way this all came together.

11 So we will -- If we kept 50 in the till, we should  
 12 be able to have another \$200,000 in cash, which is sort  
 13 of a one-time thing that we can factor into some of the  
 14 programs that we may or may not want to do.

15 But we want to be totally transparent, give you  
 16 all the numbers. And you have got the schedule. We  
 17 will be working through this in the next several  
 18 meetings to make sure that we get the votes to  
 19 everybody, everybody gets to weigh in on it and we  
 20 approve it and then we get it to the commissioners on  
 21 timely basis.

22 Does anybody have any questions on any of that?  
 23 **MS. GREEN:** I have some comments, Brien.

24 The I think Local Government Commission requires  
 25 that you have an eight percent fund balance. But most

SPERLING & BARRACO, INC.

Page 9

1 governmental entities try to have more than that.  
 2 **MR. PETERKIN:** Correct.

3 And I think as the Board, we just need to -- we  
 4 just need to decide what we want to have, is that 10?  
 5 15? 20? But whatever it is, that is something we need  
 6 to think about.

7 So we are going to have some extra cash, which is  
 8 good because it is a good position to be in. And these  
 9 revenue numbers are good.

10 **MS. TEASLEY:** Don't we have the one-time expense  
 11 of trying to build the perfect website?

12 **MR. PETERKIN:** Well, those are -- You know, we  
 13 have -- You know, these are things that we are going to  
 14 need to decide over the course of the following months.

15 You know, we had some really great discussions  
 16 with marketing and websites and business centers. So  
 17 we really all need to focus and figure out, you know,  
 18 in this position here, what is the best bang for our  
 19 buck.

20 **MR. JUMPER:** Thank you.  
 21 Thank you, Darlene. We appreciate you.

22 Real quickly, mine is going to be short and sweet  
 23 because I want to allot as much time as I possibly can  
 24 for the marketing. They have got I think one action  
 25 item. And that is basically the action items that I am

SPERLING & BARRACO, INC.

Page 10

1 aware of for this meeting.  
 2 Between the last meeting and this meeting I met  
 3 with the Board of Commissioners and did a little  
 4 presentation for them. They seemed well pleased and  
 5 seemed to think like that we are going in the right  
 6 direction.  
 7 So I was real happy to be there and to be able to  
 8 share -- I shared some of the numbers that Darlene has  
 9 provided to us and some of the strategy documents that  
 10 the Brandon Agency prepared for us. I put them on  
 11 slides, gave them a nice little presentation right here  
 12 in this building.  
 13 So I feel like we are comfortably moving forward.  
 14 So I just appreciate you all's support. And I  
 15 appreciate the work that you are doing.  
 16 The one thing I do want to comment on and get on  
 17 your radar, there are several items that we need to be  
 18 talking about. And we'll be setting up a work session  
 19 to prepare those things, as well. But one thing in  
 20 particular I want to talk to you about is getting your  
 21 mind wrapped around the idea of being able to speak  
 22 intelligently about an executive director for the TDA.  
 23 The chairs of these committees and you all are  
 24 doing the work of an executive director, not really  
 25 what boards are designed to do. But because of the

SPERLING & BARRACO, INC.

Page 11

1 necessity of where we are at, we are doing it.  
 2 But I can already see stress occurring with  
 3 individuals. And I think that is because we do need to  
 4 have a real honest, open discussion about an executive  
 5 director for the TDA.  
 6 So just get that on your radar. We are not going  
 7 to -- We have got an hour to do what we are doing here.  
 8 And I feel like board meetings should be action times  
 9 and not those work sessions. We need work sessions for  
 10 those.  
 11 **MS. GREEN:** Just one comment. Mr. Chair, there  
 12 are members of the TDA who were at the County's retreat  
 13 and heard Chairman Devlin ask "Do you think you are  
 14 ready for a director of the TDA?"  
 15 **MR. JUMPER:** He did make that comment. He sure  
 16 did. So it is on the Board of Commissioner's minds.  
 17 It is on my mind. And I'm sure if you have experienced  
 18 any of the work, it is on your mind.  
 19 So let's -- We will have a work session for that,  
 20 though. I don't see that happening at a Board meeting.  
 21 So just keep that in your thoughts.  
 22 I also want to get --  
 23 Brien, do you have any other comments as far as  
 24 Vice Chair?  
 25 **MR. PETERKIN:** No. I'm excited. Things are going

SPERLING & BARRACO, INC.

Page 12

1 well.  
 2 **MR. JUMPER:** All right.  
 3 I am going to ask for committee reports. I am  
 4 going to do government. I'm going to hold Clifford's  
 5 until we get to the action items. I think he can do  
 6 everything at one time.  
 7 So Alex?  
 8 **MR. BELL:** Yes. Where we are is looking to try to  
 9 develop a set of bylaws. We kind of operated on the --  
 10 on the resolution that was passed up to this point.  
 11 And anything that wasn't covered in the resolution we  
 12 have referred to Robert's rule order, not this Robert.  
 13 But we are to the point now where I think we need  
 14 to wrestle that. So we are kind of compiling and  
 15 getting old Jackson County TTA bylaws and the Cashiers  
 16 TTA bylaws, trying to look and see -- Plus the  
 17 resolution. I mean, the resolution is going to  
 18 supersede anything. And it will stand on its own. But  
 19 there are some items that are not covered in the  
 20 resolution.  
 21 What I would like to do is have what is called a  
 22 Governments Meeting between now and our next meeting. And  
 23 hopefully I think if there is an executive committee meeting  
 24 we'll try our best to piggyback on that so we have limited  
 25 trips to and from meetings, but to try to flesh that out a

SPERLING & BARRACO, INC.

Page 13

1 little bit and get it working.  
 2 And then to hopefully by the next meeting we will  
 3 have a draft to put in everybody's hands. And it would be  
 4 my recollection that we table the action at that point, give  
 5 everybody a chance to look at the draft and then put it as  
 6 an action item for the following meeting, if that meets with  
 7 the Chair's approval.  
 8 **MR. JUMPER:** That is an excellent, excellent idea.  
 9 And I was talking to Alex pre-meeting this meeting  
 10 for a few minutes. And I would like to go ahead and  
 11 schedule the next work session, executive meeting,  
 12 whatever you want to call it for the Tuesday prior to  
 13 our next scheduled full board meeting.  
 14 So if somebody has a calendar -- And I didn't  
 15 bring mine from the car -- if you can tell me what that  
 16 Tuesday is before the next board meeting.  
 17 **MR. PETERKIN:** I think it the 18th. I think it is  
 18 the 18th. I think our meeting is the 19th of March.  
 19 **MR. BELL:** You want it the week before, but not  
 20 the day before?  
 21 **MR. JUMPER:** So it would be the 11th.  
 22 **MR. PETERKIN:** Tuesday would be the 11th.  
 23 **MR. JUMPER:** March 11th.  
 24 Could we set that for 1:00 to 2:30 on March 11th?  
 25 That will be the executive board work session. Anybody

SPERLING & BARRACO, INC.

1 can come. The officers of the TDA have been meeting in  
2 the past to do that, so.

3 **MR. BELL:** Will that be here?

4 **MR. JUMPER:** Yes. I will schedule it for here  
5 early.

6 Julie will help me, please, schedule for it here.

7 **MR. BELL:** So if you are going to be at a 1  
8 o'clock, then could we meet at noon? We won't take  
9 near that long. So we'll have a Government Committee  
10 Meeting at noon that day on the 11th prior to the work  
11 session to look specifically at developing bylaws.

12 **MR. JUMPER:** And while we are on the topic of  
13 committees we pretty much, through the work, come to  
14 the realization that a finance committee is not a  
15 necessity for this board. We have a liaison that works  
16 with the treasurer who is also in Jackson County  
17 government so she -- Everything is pretty well cut and  
18 dry for us as far as execution on finance.

19 If we see in the future that we need a finance  
20 committee I will be glad to assemble one of those,  
21 because that apparently in the resolution is the  
22 chair's prerogative, whether or not those committees  
23 exist.

24 So for the time being we are going to ask Brien as  
25 Vice Chair and liaison to continue to work with

SPERLING & BARRACO, INC.

1 **MR. BELL:** And, Mr. Chair, we are addressing that  
2 in the bylaws also to help so that there is not only  
3 now, but down the road we don't have to reinvent the  
4 wheel every time. So that is kind of in the works.

5 **MR. JUMPER:** That sounds fantastic.

6 All right. Cashiers Chamber activity report?

7 **MS. EDWARDS:** In the interest of time, I prepared  
8 an update. You can look at it at your leisure. Call  
9 me if you have any questions. Also the statistics on  
10 visitors, which obviously we are going into the low  
11 season right now.

12 Just to hit on a couple of the highlights, earlier  
13 this month hopefully you received a copy of the Chair's  
14 Industry Letter through. It was circulated via CD,  
15 email. And for this one, and perhaps in the future, we  
16 are going to get a hard copy out to every accomodation  
17 owner that collects tax.

18 We work with Darlene's office to make sure that it  
19 is up to date representing additional properties that  
20 have been added. I'll let her give you that. There  
21 are a number of properties added since last fall which  
22 was the last time we did that.

23 We are also looking through -- Actually, as I  
24 said, we can give you the details here. A couple of  
25 highlights are the events coming up and that has

SPERLING & BARRACO, INC.

1 Darlene. That seems to be working very well. There is  
2 not really a need at this time for a formalized finance  
3 committee.

4 Another thing about committees, for those two city  
5 committees that we currently have, and possibly a  
6 couple more in the next month or so, I would really --  
7 I really would like that structure to include three  
8 board members -- three to five board members; no less  
9 than three, no more than five; and then the ex officio  
10 members, which are Darlene, Stephanie, and Julie --

11 **MS. GREEN:** (Indicating.)

12 **MR. JUMPER:** I'm sorry, Vicki and Mary.

13 **MS. LANNING:** She is not an ex officio.

14 **MR. JUMPER:** No, but she is secretary. She needs  
15 to be there.

16 You can tell I thought this out very well, it is  
17 well prepared.

18 I want us not to get in a situation where there is  
19 one or two people on a committee, because that -- even  
20 if there is no impropriety there, if there is nothing  
21 going on, you can envision something being brought up.  
22 But one or two people are making decisions. More than  
23 five and we might as well have a Board meeting. So  
24 three to five, if the chairs of those committees will  
25 help me out with that.

SPERLING & BARRACO, INC.

1 occurred. In Kelly's paper we had great coverage of  
2 the Outhouse Races and various -- Okay, she is here  
3 today. I would like to recognize her. She went and  
4 actually took video of the event. The weather  
5 cooperated, which was great.

6 We have a great weekend coming up. And this is  
7 also fully posted on Facebook. We had a lot of  
8 coordination with a full plan.

9 We are also planning for the opening season again  
10 supporting that outdoor recreation. That will include  
11 the 22nd Annual Tour De Cashiers Mountain Cycling  
12 Experience. And for those of you who may not be able  
13 to participate there are three groups, up to one  
14 hundred miles across Jackson, Transylvania, and Macon  
15 Counties.

16 We publicized that throughout the entire United  
17 States. And we have a number of riders well beyond the  
18 local area. In fact, most of them are from the beyond  
19 the local area and are already promoting properties and  
20 tourism in this area.

21 So I will let you read the details. Feel free to  
22 give me a call if you have any questions. It has been  
23 a busy month. And I have certainly enjoyed working  
24 with the executive committee and I'm very excited about  
25 the direction. I support the position. I brought

SPERLING & BARRACO, INC.

1 extra. I thought there might be the inability to copy.  
2 **MR. JUMPER:** Did I hear something about an  
3 outhouse race? Just checking.

4 **MR. PETERKIN:** They get bored up in Cashiers.

5 **MR. JUMPER:** Julie, the Jackson County report?

6 **MS. STOCKTON:** I will show you our statistics. I  
7 will pass them around. There should be enough for  
8 everybody there.

9 Talking about the Outhouse Race, here is the  
10 magazine with the article in it. I have submitted that  
11 information, and here it is. So if you would like to  
12 see it, here it is.

13 It was the February issue. And Mary Anne came up  
14 and filmed at the outhouse race. And most of that --  
15 We'll hear more about that later. I think it was a  
16 well-attended event.

17 Bringing up the mountains photo, I had entered  
18 some information into Our State about the same time  
19 with the outhouse information in there. They asked for  
20 a photo. That was back in early January. And  
21 apparently that is going to be in the next issue. So  
22 we have a little bit of information in Our State  
23 bringing up the mountains.

24 After Hours, Vick Patel is hosting a wonderful  
25 event at his newly refurbished place. I would love for

SPERLING & BARRACO, INC.

1 Vick to expand on that. I'm passing around invitations  
2 at the Sylva Inn.

3 **MR. PATEL:** At Sylva, we are transferring that  
4 hotel into a franchise of the Quality Inn. It is going  
5 to happen. Of course this is just the welcoming party  
6 for all of the town's business, anybody, please I  
7 welcome you to come to it. We are going to have food,  
8 drinks, After Hours.

9 **MS. STOCKTON:** The 27th.

10 **MR. PATEL:** But what time is it?

11 **MS. STOCKTON:** From 5:00 to 6:30. To it will be  
12 the Quality Inn, very nice and newly refurbished. It  
13 looks very nice in there. If you haven't been in, we  
14 would love to have you be our guest.

15 And the last thing I want to the announce is we  
16 have a concert coming.

17 Robert emailed you all this information about the  
18 tourism conference coming up at Western Carolina  
19 University. I made one copy here, but that was emailed  
20 to you. If you are interested there is some more  
21 information.

22 We have a concert coming up on March 8th at the  
23 beautiful Jackson County Historic Courthouse and  
24 Library. All the funds will benefit Concerts on the  
25 Creek. It is a Darren Nicholson concert. Tickets are

SPERLING & BARRACO, INC.

1 \$10. And we should have a wonderful show. It should  
2 be a great show. We would love to have you be part of  
3 that event.

4 May I answer any questions?

5 **MR. JUMPER:** Thank you, Julie. We appreciate you.

6 Well, Clifford, I think we have done a good job of  
7 not stealing your thunder. So you just rock on. Play  
8 on.

9 **MR. MEANS:** It is kind of discombobulated.

10 Yesterday we had a marketing meeting where our  
11 three contractors presented the work that they had done  
12 to date.

13 Mary Anne did a good job talking about the social  
14 media. Pineapple Publications or Pineapple PR was here  
15 to discuss their meetings that they have had in Atlanta  
16 and the outcomes of that. And then we had a very nice  
17 presentation from Brandon & Associates for some  
18 creative work that they had presented to the marketing  
19 committee.

20 And thanks to Robert and Brien, they came as well,  
21 we had a pretty good group of folks to evaluate where  
22 we were.

23 Just as a starting point, they have begun, and we  
24 are progressing, we still have much to do, but we have  
25 started the process of branding guidelines; what the

SPERLING & BARRACO, INC.

1 logo is going to look like, how it can be used, what  
2 colors are acceptable and what are not acceptable, font  
3 sizes; and what can and cannot with the logo,  
4 stretching it and moving it out.

5 It was left that they were going to come back to  
6 us with further recommendations on protecting our brand  
7 and our logo. But the process has begun. It looks  
8 really good. It looks real good in our ads, as well.  
9 I'm passing that out in a second.

10 The marketing committee, I certainly commend them  
11 on their work, but approve of what they presented us so  
12 far so that we could move forward on the creative.

13 The next thing that we discussed, and I will pass  
14 this around, was Mr. Jumper had asked for some  
15 letterhead and business cards to begin the creative  
16 process so that when we communicate to the community we  
17 have the look that we want to have.

18 And I am going to pass around which of the three  
19 that they submitted that we liked the best. I think it  
20 was pretty much unanimous. So we are going to make  
21 that recommendation to you, Robert. But I want to pass  
22 some around. I think it is really good looking. I  
23 think it represents us very well.

24 And then last, but certainly not least, I wish  
25 that they were here, but they had to go back, they

SPERLING & BARRACO, INC.

Page 22

1 presented to us and explained, went into a long  
 2 explanation -- it was a long meeting -- but they went  
 3 into a long explanation as to how they came up with  
 4 some of these ads that they presented us and the look  
 5 of it.  
 6 I will pass it around. And I will entertain  
 7 questions, but I think --  
 8 Start at one end. We will just kind of pass them  
 9 around. They all are somewhat similar except they have  
 10 a different message.  
 11 One of the messages is Play On and Grab Ahold of  
 12 Adventure. It has somebody zip lining. This one has  
 13 to do with pottery and culture and retail and it says  
 14 Play On in parentheses.  
 15 I didn't do this very well, but the machine was  
 16 not working right yesterday. Play On and Kick Back,  
 17 Play On and Step Into Nature. This is for the casino  
 18 guide, Play On and Get Lucky.  
 19 But you will see that they did a good job. At  
 20 least in my estimation they did a good job of capturing  
 21 the essence of our brand and telling our story in a way  
 22 that is very tasteful and in a way that exudes  
 23 excitement and in a way that lures people to this area  
 24 for what we have to offer.  
 25 Now, obviously whatever we do in print is there

SPERLING & BARRACO, INC.

Page 23

1 for support through social media with Mary Anne and  
 2 Pineapple PR in the messaging that we are sending out.  
 3 All three firms are working very, very closely  
 4 together.  
 5 We have established something called base camp on  
 6 the computer in which any documents that we are working  
 7 on, any creative, any new messaging that Mary Anne is  
 8 putting out all goes into one repository, if you will,  
 9 so that we can always track at any given time where  
 10 projects are. It is waiting on approval, it is waiting  
 11 for -- or there is a delay or something like that. It  
 12 is all going into one place and it is shared by  
 13 everybody.  
 14 I find it really helpful because it helps me keep  
 15 track of stuff. It promotes conversation between all  
 16 of the entities so that we are of one like mind and we  
 17 are speaking off the same page. And it is working  
 18 really well, I think.  
 19 But, Mr. Chairman, the two things that we think  
 20 are important at this time is that we recommend to the  
 21 Board that they accept the collateral material. And we  
 22 also recommend to the Board that we continue moving  
 23 along the brand lines and accept the creative that they  
 24 have come up with so that we can begin to get some of  
 25 our ads out.

SPERLING & BARRACO, INC.

Page 24

1 **MR. BELL:** Does that require a motion?  
 2 **MR. MEANS:** Yes. That's what I'm saying. It is a  
 3 recommendation. Yes.  
 4 **MR. JUMPER:** The floor is --  
 5 **MR. PETERKIN:** Second.  
 6 **MR. JUMPER:** A second has been noted.  
 7 Any discussion?  
 8 **MR. DEWES:** Do you have a detailed copy of what we  
 9 are looking at?  
 10 **MR. MEANS:** Yes.  
 11 Do you have a detailed copy of exactly what Mary  
 12 Anne presented yesterday on the Power Point, at the  
 13 Power Point presentation that Pineapple did?  
 14 And I will have these digitally sent to me and I  
 15 will send it to the Board so that you have got all of  
 16 the materials. Because there was so much material and  
 17 so much had been done that there is a lot to absorb  
 18 there. There has been lot of conscientious effort,  
 19 being productive. And it is ramping up pretty fast.  
 20 **MR. JUMPER:** Yes. It was obvious from what I saw  
 21 yesterday that we are -- we are moving forward at a  
 22 fast pace. And that is exactly what I heard the Board  
 23 say they wanted to see.  
 24 So I commend Clifford and the committee and the  
 25 people who are doing the work. I think it has just

SPERLING & BARRACO, INC.

Page 25

1 been an outstanding launch, I just hope we can continue  
 2 on that.  
 3 **MR. FERNANDEZ:** I have a comment on the Play On  
 4 logo. If you look at your Jackson County Tourism  
 5 Development Budget Report, they have a logo down here.  
 6 That is the one that we voted on.  
 7 And I know there was a lot of discussion about the  
 8 look of the mountains. And it looks great, but that  
 9 doesn't suggest that those are our mountains here to  
 10 me.  
 11 I just wanted to kind of -- I know there was a lot  
 12 of discussion about that.  
 13 **MR. JUMPER:** Any other comments or questions?  
 14 **MS. TEASLEY:** I don't know which way you were  
 15 advocating, but I happen to have a little bit of a  
 16 problem. And I told George that this mountain looks  
 17 like the Rockies, different from the one we voted on.  
 18 **MR. DEWES:** Right.  
 19 **MS. TEASLEY:** It is more pointed. And our  
 20 mountains, except for Double Top, really are not  
 21 pointed like that.  
 22 So I think if we can give a tiny bit of advice to  
 23 round them a little bit.  
 24 **MR. JUMPER:** We can do that.  
 25 **MR. DEWES:** This is the logo that we decided on.

SPERLING & BARRACO, INC.

Page 26

1 We went through zillions. And I'm wondering why this  
 2 has changed now to this logo.  
 3 **MS. TEASLEY:** That is what I meant to say.  
 4 **MR. MEANS:** You know what? I didn't pick up on  
 5 that, to be honest with you. They did tell me that  
 6 they obviously worked a little bit on the font --  
 7 **MR. FERNANDEZ:** The font is different.  
 8 **MR. MEANS:** -- so it is more legible.  
 9 **MR. DEWES:** The asterisks are not there.  
 10 **MR. MEANS:** I didn't pick up on the fact that the  
 11 mountains had changed.  
 12 So I can go back to them if we want to.  
 13 **MS. TEASLEY:** I think it should be more our  
 14 mountains.  
 15 And one other comment on that same subject, our  
 16 mountains are mostly green, not blue. These look a  
 17 little bit like the Rockies.  
 18 But the pointedness and the way the white shadows  
 19 on the blue, it looks icy instead of our wonderful  
 20 round green mountains that we live in.  
 21 That is just a comment. That is just a comment.  
 22 I don't know if it --  
 23 **MR. DEWES:** I guess we voted on this logo. We  
 24 went around and around and around. But now subtly, it  
 25 is different than what it is.

SPERLING & BARRACO, INC.

Page 27

1 Where is the original artwork on this thing?  
 2 **MR. MEANS:** I can go back and ask them to untweak  
 3 what they did.  
 4 I like what they did in the way of how it reads  
 5 better.  
 6 **MS. TEASLEY:** Oh, I do, too.  
 7 **MR. MEANS:** And it pops better.  
 8 So I think that they have done some good there.  
 9 But it is a good observation, Bob. And I didn't  
 10 pick up on it. And I can go back and talk to Wendy and  
 11 see --  
 12 **MR. FERNANDEZ:** It was your observation, Bob.  
 13 **MR. MEANS:** -- if they can smooth them out, those  
 14 caps.  
 15 **MR. JUMPER:** Any other comments, questions?  
 16 **MS. EDWARDS:** I have just a quick question. I  
 17 know that Leverage Associates had already made some  
 18 orders.  
 19 When will the first ad that looks like this hit?  
 20 Do we know yet?  
 21 And the main question is the one that Lavage &  
 22 Associates had done was so, you know, definitively  
 23 different than this. Has it already been published?  
 24 **MR. MEANS:** Yes. The last one that will go out  
 25 from Lavage is the insertion order for Triple A. And

SPERLING & BARRACO, INC.

Page 28

1 then everything after that -- Well, once we approve it,  
 2 it will all have this look.  
 3 **MS. EDWARDS:** And I might add, I wasn't here  
 4 yesterday. It sounds like a great meeting. This  
 5 doesn't even begin to do it justice. The background is  
 6 faded out here. But you can see in it true colors,  
 7 that they really do pop.  
 8 **MR. MEANS:** They are stunning, aren't they?  
 9 **MS. EDWARDS:** Yes.  
 10 **MR. MEANS:** They are.  
 11 Now my question is, is that if I can --  
 12 **MR. JUMPER:** If I could, Clifford, I have a motion  
 13 and a second on the floor. I would like to vote on the  
 14 motion.  
 15 Merrily, if we could amend this motion to say to  
 16 incorporate checking -- just checking with the agency  
 17 on the color comments and your comments with regard to  
 18 the font and the mountains --  
 19 **MS. TEASLEY:** The font I think we all like.  
 20 **MR. JUMPER:** You are still good with the --  
 21 **MS. TEASLEY:** I think everybody is good with that.  
 22 It is just the way they made the mountains look  
 23 more like the Rockies and less like the Smokies.  
 24 **MR. MEANS:** I think if they smooth the mountains  
 25 it should be covered.

SPERLING & BARRACO, INC.

Page 29

1 **MR. JUMPER:** Okay. Is that correct?  
 2 **MS. TEASLEY:** Uh-huh. And I think if we can get  
 3 rid of the sense of the ice. That looks like -- The  
 4 blue gives you the sense of ice.  
 5 Does that say that to anybody else?  
 6 **MR. MEANS:** No. But I think when they smooth it  
 7 out it may take care of itself.  
 8 **MS. TEASLEY:** Whatever their judgment is. If they  
 9 smooth it out they may want to go green.  
 10 **MR. JUMPER:** One comment they did make was making  
 11 sure that as they placed these on ads that -- in the  
 12 color version, that it didn't cause it to fade away or  
 13 not have a good look.  
 14 So if we can take that as a motion, take that back  
 15 to the --  
 16 **MS. TEASLEY:** Let them ship back to us something  
 17 that we think looks a little more like our mountains.  
 18 **MR. JUMPER:** Can I get a second on Merrily's  
 19 motion to amend and approve this?  
 20 **MR. DEWES:** I second that.  
 21 **MR. JUMPER:** Second.  
 22 All in favor say aye. Raise your hand.  
 23 (Complies.)  
 24 **MR. JUMPER:** Any opposed?  
 25 There we go. It is passed.

SPERLING & BARRACO, INC.



Page 30

1 We are moving forward. That is what I -- I just  
 2 don't want us to stop the momentum. Keep moving. Even  
 3 as we make changes we can still keep moving, keep  
 4 moving.  
 5 Anything else, Clifford?  
 6 **MR. MEANS:** No.  
 7 But I -- And I have said a couple of times, I  
 8 really do think that we have got a good, fresh start.  
 9 Brandon is really totally engaged and made several  
 10 comments about how much they appreciate the people that  
 11 are engaged in this process. And they are not just  
 12 wondering the streets by themselves.  
 13 And Mary Anne obviously is out doing her job for  
 14 the Board. We are getting some good traction.  
 15 **MR. JUMPER:** That's great.  
 16 Any other questions for the marketing committee?  
 17 I have one.  
 18 I would like to challenge the marketing committee  
 19 to go ahead and get us a draft.  
 20 And Darlene, I think you have been doing this in  
 21 the past, as well. I need a new RFP. We need to start  
 22 moving forward on the planning for FY15. So we need to  
 23 get a draft of an RFP for the work we want done in  
 24 FY15. So as soon as possible, as soon as is  
 25 practicable, hopefully by the next executive committee.

SPERLING & BARRACO, INC.

Page 31

1 **MR. PETERKIN:** Are you talking about for the  
 2 marketing people or the Board?  
 3 **MR. JUMPER:** I'm talking about that we will  
 4 entertain all options and get an RFP for that purpose.  
 5 **MR. PETERKIN:** Is there a time frame we need to  
 6 have?  
 7 **MR. JUMPER:** Again, I think if we are going to  
 8 have somebody start -- especially if it ends up being  
 9 somebody new, they need to be able to have some time to  
 10 acclimate themselves and prepare for that work.  
 11 So I would love to see a draft March 11th.  
 12 **MR. PETERKIN:** You put a number parameter on that  
 13 or --  
 14 **MS. FOX:** We will probably do it similar to the  
 15 one that we looked at prior to this. We will ask them  
 16 for numbers. We can do it with the interview process  
 17 with the agencies.  
 18 **MS. EDWARDS:** Robert, for clarification, is that  
 19 an RFP for all aspects of the marketing?  
 20 **MR. JUMPER:** It is.  
 21 **MS. EDWARDS:** So public relations, social media,  
 22 and paid media?  
 23 **MR. JUMPER:** It is.  
 24 The auspices from this Board, since I have been  
 25 sitting on it, was to try to get a uniform direction.

SPERLING & BARRACO, INC.

Page 32

1 And certainly we have proven I think at the onset -- at  
 2 least at the onset that we can do that with multiple  
 3 agencies.  
 4 And it may be that we want to continue that in  
 5 that vein and in that line. But I think that needs to  
 6 be a discussion of the Board. And I think that needs  
 7 to be a decision of the Board. And I think we need to  
 8 prepare ourselves to entertain a single agency if that  
 9 is the direction for it.  
 10 Any other comments or discussion?  
 11 Thank you, Clifford. I appreciate you.  
 12 We are down to public comments.  
 13 George, you are the only one on the list.  
 14 **UNIDENTIFIED SPEAKER:** Yes, sir. Thank you.  
 15 I think you have to really hand it to Clifford for  
 16 what he did in taking BCF and taking it over to Brandon  
 17 in such a smooth transition and going with what your  
 18 desires are. I know he has put an awful lot of work in  
 19 that.  
 20 And I appreciate the comments I just heard on the  
 21 logo. I would just add one more thing with that. You  
 22 might keep the blue background. But if you look at our  
 23 mountains, even at this time of year, we have green  
 24 from the Mountain Laurels. And those little white  
 25 lines, they turn green along with the brown, and I

SPERLING & BARRACO, INC.

Page 33

1 think you would have it dead on.  
 2 Following up on your comment yesterday or  
 3 question, Brien, on the social media, taking what Mary  
 4 Anne has; how are you going to do that? I know you  
 5 have these little things you can put on a web page.  
 6 Right now the Jackson Chamber has it going to the  
 7 Chamber Facebook in that. I don't think you have those  
 8 on your sites, Stephanie.  
 9 So how is the TDA going to get the internet feed  
 10 from the websites that we have to Mary Anne's social  
 11 media; is one question I think you need to look at.  
 12 And the other thing is, I understand your  
 13 hesitancy about going full bore into a new website.  
 14 But I think prior to this summer season you need to  
 15 have some sort of a web portal that ties together the  
 16 Jackson site and the Cashiers site and Mary Anne's  
 17 social media. And I think that needs to be an absolute  
 18 priority given the amount of time it takes search  
 19 engines to find that.  
 20 Thank you for your time.  
 21 **MR. JUMPER:** Thank you, George.  
 22 Any announcements for the Board?  
 23 **MR. LUKER:** I just have one general comment. And  
 24 I think it is always good seeing new businesses and  
 25 things happening in Jackson County and things coming

SPERLING & BARRACO, INC.

1 onboard.

2 I teased Brien earlier at the beginning of the  
3 meeting for the fact that I had some folks down the  
4 mountain that stopped by and were making great comments  
5 and "Hey, stop by Brien's new pizza place in Cashiers."

6 And when you get marketing like that, I think it  
7 is great. Especially sometimes it is a little harder  
8 to get it out of some of our local folks to brag on a  
9 new place, or whatever. But somebody that has applied  
10 an interest and an investment like Brien has in the  
11 area, I think that is great.

12 Thank you, Brien, for believing in Jackson County.

13 **MR. JUMPER:** Any other comments?

14 Motion to adjourn?

15 **MR. BELL:** So moved.

16 **MR. JUMPER:** Second?

17 **MR. MEANS:** Second.

18 **MR. JUMPER:** All in favor raise your hand or stand  
19 up.

20 (Complies.)

21 **MR. JUMPER:** Thank you, Board.

22

23 (These proceedings were concluded.)

24

25

SPERLING & BARRACO, INC.

1 CERTIFICATE

2 STATE OF NORTH CAROLINA)

3 COUNTY OF MCDOWELL )

4

5

6 I, Laurie Combs Deloach, a court reporter and  
7 notary public in and for the State of North Carolina,  
8 do hereby certify that the foregoing pages constitute a  
9 true and correct transcription of the proceeding taken  
10 in the aforementioned cause;

11 That I am not of kin or in any way associated with  
12 any of the parties to said cause or their counsel and  
13 that I am not interested in the event thereof.

14 DATE: March 10, 2014

15

16

17

18

19

20

21

22

23

24

25

\_\_\_\_\_  
LAURIE COMBS DELOACH

SPERLING & BARRACO, INC.

	<b>action (6)</b> 9:24,25;11:8;12:5; 13:4,6	<b>Anne's (2)</b> 33:10,16	<b>balance (3)</b> 5:4,5;8:25	34:8
<b>\$</b>	<b>activity (1)</b> 16:6	<b>announce (1)</b> 19:15	<b>bang (1)</b> 9:18	<b>brand (3)</b> 21:6;22:21;23:23
<b>\$10 (1)</b> 20:1	<b>Actually (3)</b> 5:1;16:23;17:4	<b>announcements (1)</b> 33:22	<b>base (1)</b> 23:5	<b>branding (1)</b> 20:25
<b>\$130,101 (1)</b> 5:9	<b>ad (1)</b> 27:19	<b>Annual (1)</b> 17:11	<b>Based (1)</b> 4:22	<b>Brandon (4)</b> 10:10;20:17;30:9; 32:16
<b>\$180 (1)</b> 4:19	<b>add (2)</b> 28:3;32:21	<b>apparently (2)</b> 14:21;18:21	<b>basically (1)</b> 9:25	<b>breakdown (2)</b> 5:12,15
<b>\$200,000 (2)</b> 8:9,12	<b>added (2)</b> 16:20,21	<b>applied (1)</b> 34:9	<b>basis (1)</b> 8:21	<b>Brien (8)</b> 8:23;11:23;14:24; 20:20;33:3;34:2,10,12
<b>\$21,000 (1)</b> 5:2	<b>additional (2)</b> 6:5;16:19	<b>appreciate (7)</b> 9:21;10:14,15;20:5; 30:10;32:11,20	<b>BCF (1)</b> 32:16	<b>Brien's (1)</b> 34:5
<b>\$250,496 (1)</b> 5:8	<b>addressing (1)</b> 16:1	<b>approval (4)</b> 3:7;4:12;13:7;23:10	<b>beautiful (1)</b> 19:23	<b>bring (1)</b> 13:15
<b>\$300,000 (1)</b> 8:9	<b>adjourn (1)</b> 34:14	<b>approve (6)</b> 4:4;6:19;8:20;21:11; 28:1;29:19	<b>begin (3)</b> 21:15;23:24;28:5	<b>Bringing (2)</b> 18:17,23
<b>\$31,000 (1)</b> 5:2	<b>ads (4)</b> 21:8;22:4;23:25; 29:11	<b>area (5)</b> 17:18,19,20;22:23; 34:11	<b>beginning (2)</b> 6:9;34:2	<b>brought (2)</b> 15:21;17:25
<b>\$370,622.47 (1)</b> 5:5	<b>Adventure (1)</b> 22:12	<b>around (11)</b> 10:21;18:7;19:1; 21:14,18,22;22:6,9; 26:24,24,24	<b>begun (2)</b> 20:23;21:7	<b>brown (1)</b> 32:25
<b>\$383,597 (1)</b> 5:10	<b>advice (1)</b> 25:22	<b>article (1)</b> 18:10	<b>believing (1)</b> 34:12	<b>buck (1)</b> 9:19
<b>\$42,338.77 (1)</b> 5:13	<b>advocating (1)</b> 25:15	<b>artwork (1)</b> 27:1	<b>BELL (8)</b> 6:18;12:8;13:19; 14:3,7;16:1;24:1;34:15	<b>budget (12)</b> 5:19;6:5,8,10,15,17; 7:3,12,13;8:3,4;25:5
<b>\$42,388.77 (1)</b> 4:18	<b>again (2)</b> 17:9;31:7	<b>aspects (1)</b> 31:19	<b>below (1)</b> 5:11	<b>build (1)</b> 9:11
<b>\$47,888 (1)</b> 5:8	<b>agencies (2)</b> 31:17;32:3	<b>assemble (1)</b> 14:20	<b>benefit (1)</b> 19:24	<b>building (1)</b> 10:12
<b>\$486,773 (1)</b> 4:20	<b>Agency (3)</b> 10:10;28:16;32:8	<b>Associates (3)</b> 20:17;27:17,22	<b>best (3)</b> 9:18;12:24;21:19	<b>business (4)</b> 3:6;9:16;19:6;21:15
<b>\$50,000 (1)</b> 8:7	<b>ahead (3)</b> 6:18;13:10;30:19	<b>asterisks (1)</b> 26:9	<b>better (2)</b> 27:5,7	<b>businesses (1)</b> 33:24
<b>\$539,599 (1)</b> 5:4	<b>Ahold (1)</b> 22:11	<b>Atlanta (1)</b> 20:15	<b>beyond (2)</b> 17:17,18	<b>busy (1)</b> 17:23
<b>\$600,000 (2)</b> 6:4;8:4	<b>ail (1)</b> 31:19	<b>auspices (1)</b> 31:24	<b>big (4)</b> 7:11,13,17,24	<b>bylaws (5)</b> 12:9,15,16;14:11; 16:2
<b>\$650,000 (1)</b> 8:5	<b>Alex (2)</b> 12:7;13:9	<b>Authority (1)</b> 3:5	<b>bit (7)</b> 13:1;18:22;25:15,22, 23;26:6,17	
<b>\$660,000 (1)</b> 6:8	<b>allocation (2)</b> 7:8,9	<b>aware (1)</b> 10:1	<b>blue (4)</b> 26:16,19;29:4;32:22	<b>C</b>
<b>A</b>	<b>allot (1)</b> 9:23	<b>away (1)</b> 29:12	<b>Board (24)</b> 7:6;9:3;10:3;11:8,16, 20;13:13,16,25;14:15; 15:8,8,23;23:21,22; 24:15,22;30:14;31:2, 24;32:6,7;33:22;34:21	<b>calendar (1)</b> 13:14
<b>able (6)</b> 8:4,12;10:7,21; 17:12;31:9	<b>all's (1)</b> 10:14	<b>awful (1)</b> 32:18	<b>boards (1)</b> 10:25	<b>call (4)</b> 3:4;13:12;16:8; 17:22
<b>above (1)</b> 5:10	<b>always (3)</b> 4:2;23:9;33:24	<b>aye (1)</b> 29:22	<b>Bob (2)</b> 27:9,12	<b>called (2)</b> 12:21;23:5
<b>absolute (1)</b> 33:17	<b>amend (2)</b> 28:15;29:19	<b>B</b>	<b>book (1)</b> 4:21	<b>came (4)</b> 8:10;18:13;20:20; 22:3
<b>absorb (1)</b> 24:17	<b>amended (1)</b> 3:19	<b>back (15)</b> 3:16,18,21;4:1;5:14; 6:20;18:20;21:5,25; 22:16;26:12;27:2,10; 29:14,16	<b>bore (1)</b> 33:13	<b>camp (1)</b> 23:5
<b>accept (2)</b> 23:21,23	<b>amendment (1)</b> 4:5	<b>background (2)</b> 28:5;32:22	<b>bored (1)</b> 18:4	<b>can (35)</b> 3:10;5:11,14;6:20, 22;8:13;9:23;11:2; 12:5;13:15;14:1;15:16, 21;16:8,24;21:1,3; 23:9,24;25:1,22,24; 26:12;27:2,10,13;28:6,
<b>acceptable (2)</b> 21:2,2	<b>amount (1)</b> 33:18		<b>both (2)</b> 7:18;8:1	
<b>acclimate (1)</b> 31:10	<b>Anne (7)</b> 18:13;20:13;23:1,7; 24:12;30:13;33:4		<b>brag (1)</b>	
<b>acomodation (1)</b> 16:16				
<b>across (1)</b> 17:14				

<p>11;29;2,14,18;30;3; 31:16;32:2;33:5 <b>caps (1)</b> 27:14 <b>capturing (1)</b> 22:20 <b>car (1)</b> 13:15 <b>cards (1)</b> 21:15 <b>care (1)</b> 29:7 <b>Carolina (1)</b> 19:18 <b>case (1)</b> 4:2 <b>cash (6)</b> 5:4,5;8:7,9,12;9:7 <b>Cashiers (8)</b> 7:18,21;12:15;16:6; 17:11;18:4;33:16;34:5 <b>casino (1)</b> 22:17 <b>categories (1)</b> 5:12 <b>cause (1)</b> 29:12 <b>CD (1)</b> 16:14 <b>center (1)</b> 7:20 <b>centers (4)</b> 7:18,22;8:1;9:16 <b>certainly (4)</b> 17:23;21:10,24;32:1 <b>Chair (4)</b> 11:11,24;14:25;16:1 <b>Chairman (2)</b> 11:13;23:19 <b>chairs (2)</b> 10:23;15:24 <b>Chair's (3)</b> 13:7;14:22;16:13 <b>challenge (1)</b> 30:18 <b>Chamber (3)</b> 16:6;33:6,7 <b>chance (2)</b> 3:8;13:5 <b>change (1)</b> 7:9 <b>changed (2)</b> 26:2,11 <b>changes (1)</b> 30:3 <b>chart (7)</b> 5:1,11,14;6:11,11, 19;7:3 <b>checking (3)</b> 18:3;28:16,16 <b>circulated (1)</b> 16:14 <b>city (1)</b></p>	<p>15:4 <b>clarification (1)</b> 31:18 <b>Clifford (6)</b> 20:6;24:24;28:12; 30:5;32:11,15 <b>Clifford's (1)</b> 12:4 <b>closely (1)</b> 23:3 <b>collateral (1)</b> 23:21 <b>collected (1)</b> 4:17 <b>collection (1)</b> 4:20 <b>collections (1)</b> 4:23 <b>collects (1)</b> 16:17 <b>color (2)</b> 28:17;29:12 <b>colors (2)</b> 21:2;28:6 <b>combined (1)</b> 5:9 <b>comfortably (1)</b> 10:13 <b>coming (7)</b> 5:15;16:25;17:6; 19:16,18,22;33:25 <b>commend (2)</b> 21:10;24:24 <b>comment (10)</b> 10:16;11:11,15;25:3; 26:15,21,21;29:10; 33:2,23 <b>comments (13)</b> 4:4;8:23;11:23; 25:13;27:15;28:17,17; 30:10;32:10,12,20; 34:4,13 <b>Commission (1)</b> 8:24 <b>commissioners (2)</b> 8:20;10:3 <b>Commissioner's (1)</b> 11:16 <b>Committee (15)</b> 7:19;12:3,23;14:9, 14,20;15:3,19;17:24; 20:19;21:10;24:24; 30:16,18,25 <b>committees (6)</b> 10:23;14:13,22;15:4, 5,24 <b>communicate (1)</b> 21:16 <b>community (1)</b> 21:16 <b>comparison (1)</b> 4:23 <b>compiling (1)</b></p>	<p>12:14 <b>Complies (3)</b> 6:25;29:23;34:20 <b>Comply (1)</b> 4:10 <b>computer (1)</b> 23:6 <b>concert (3)</b> 19:16,22,25 <b>Concerts (1)</b> 19:24 <b>concluded (1)</b> 34:23 <b>conference (1)</b> 19:18 <b>conscientious (1)</b> 24:18 <b>contingency (1)</b> 8:7 <b>continue (4)</b> 14:25;23:22;25:1; 32:4 <b>contractors (1)</b> 20:11 <b>conversation (1)</b> 23:15 <b>cooperated (1)</b> 17:5 <b>coordination (1)</b> 17:8 <b>copies (1)</b> 4:15 <b>copy (7)</b> 3:9;16:13,16;18:1; 19:19;24:8,11 <b>corner (1)</b> 3:10 <b>Counties (1)</b> 17:15 <b>County (9)</b> 3:5;7:18;12:15; 14:16;18:5;19:23;25:4; 33:25;34:12 <b>County's (1)</b> 11:12 <b>couple (6)</b> 6:14;7:20;15:6; 16:12,24;30:7 <b>course (2)</b> 9:14;9:5 <b>Courthouse (1)</b> 19:23 <b>coverage (1)</b> 17:1 <b>covered (3)</b> 12:11,19;28:25 <b>creative (5)</b> 20:18;21:12,15;23:7, 23 <b>Creek (1)</b> 19:25 <b>culture (1)</b> 22:13</p>	<p><b>currently (1)</b> 15:5 <b>cut (1)</b> 14:17 <b>Cycling (1)</b> 17:11</p> <hr/> <p style="text-align: center;"><b>D</b></p> <hr/> <p><b>Darlene (8)</b> 4:14;5:18;6:12;9:21; 10:8;15:1,10;30:20 <b>Darlene's (1)</b> 16:18 <b>Darren (1)</b> 19:25 <b>date (4)</b> 4:20;5:8;16:19; 20:12 <b>day (2)</b> 13:20;14:10 <b>De (1)</b> 17:11 <b>dead (1)</b> 33:1 <b>December (3)</b> 4:18,22;6:2 <b>decide (2)</b> 9:4,14 <b>decided (1)</b> 25:25 <b>decision (1)</b> 32:7 <b>decisions (1)</b> 15:22 <b>definitively (1)</b> 27:22 <b>delay (1)</b> 23:11 <b>designed (1)</b> 10:25 <b>desires (1)</b> 32:18 <b>detailed (2)</b> 24:8,11 <b>details (2)</b> 16:24;17:21 <b>develop (1)</b> 12:9 <b>developing (1)</b> 14:11 <b>Development (2)</b> 3:5;25:5 <b>Devlin (1)</b> 11:13 <b>DEWES (9)</b> 5:18,21,23;24:8; 25:18,25;26:9,23; 29:20 <b>different (6)</b> 5:12;22:10;25:17; 26:7,25;27:23 <b>digitally (1)</b></p>	<p>24:14 <b>direction (4)</b> 10:6;17:25;31:25; 32:9 <b>director (4)</b> 10:22,24;11:5,14 <b>discombobulated (1)</b> 20:9 <b>discuss (1)</b> 20:15 <b>discussed (1)</b> 21:13 <b>discussion (6)</b> 11:4;24:7;25:7,12; 32:6,10 <b>discussions (1)</b> 9:15 <b>documents (2)</b> 10:9;23:6 <b>done (7)</b> 6:17;20:6,11;24:17; 27:8,22;30:23 <b>Double (1)</b> 25:20 <b>down (6)</b> 5:1,11;16:3;25:5; 32:12;34:3 <b>draft (5)</b> 13:3,5;30:19,23; 31:11 <b>drinks (1)</b> 19:8 <b>dry (1)</b> 14:18</p> <hr/> <p style="text-align: center;"><b>E</b></p> <hr/> <p><b>earlier (2)</b> 16:12;34:2 <b>early (2)</b> 14:5;18:20 <b>EDWARDS (6)</b> 16:7;27:16;28:3,9; 31:18,21 <b>effort (1)</b> 24:18 <b>eight (1)</b> 8:25 <b>else (2)</b> 29:5;30:5 <b>email (3)</b> 3:8,14;16:15 <b>emailed (2)</b> 19:17,19 <b>encumbrance (1)</b> 5:9 <b>end (2)</b> 8:9;22:8 <b>ends (1)</b> 31:8 <b>engaged (2)</b> 30:9,11 <b>engines (1)</b></p>
---	---	---	--	--

<p>33:19  <b>enjoyed (1)</b>                  17:23  <b>enough (1)</b>                  18:7  <b>entered (1)</b>                  18:17  <b>entertain (4)</b>                  4:4;22:6;31:4;32:8  <b>entire (1)</b>                  17:16  <b>entities (2)</b>                  9:1;23:16  <b>envision (1)</b>                  15:21  <b>especially (2)</b>                  31:8;34:7  <b>essence (1)</b>                  22:21  <b>established (1)</b>                  23:5  <b>estimation (1)</b>                  22:20  <b>evaluate (1)</b>                  20:21  <b>Even (6)</b>                  6:3,5;15:19;28:5;                  30:2;32:23  <b>event (4)</b>                  17:4;18:16,25;20:3  <b>events (1)</b>                  16:25  <b>everybody (6)</b>                  8:19,19;13:5;18:8;                  23:13;28:21  <b>everybody's (1)</b>                  13:3  <b>ex (2)</b>                  15:9,13  <b>exactly (2)</b>                  24:11,22  <b>excellent (2)</b>                  13:8,8  <b>except (2)</b>                  22:9;25:20  <b>excited (2)</b>                  11:25;17:24  <b>excitement (1)</b>                  22:23  <b>Excuse (1)</b>                  6:18  <b>execution (1)</b>                  14:18  <b>Executive (9)</b>                  7:19;10:22,24;11:4;                  12:23;13:11,25;17:24;                  30:25  <b>exist (1)</b>                  14:23  <b>expand (1)</b>                  19:1  <b>expense (2)</b>                  7:25;9:10</p>	<p><b>expenses (3)</b>                  5:7,8;7:5  <b>Experience (1)</b>                  17:12  <b>experienced (1)</b>                  11:17  <b>explained (1)</b>                  22:1  <b>explanation (2)</b>                  22:2,3  <b>expressed (1)</b>                  3:15  <b>extra (2)</b>                  9:7;18:1  <b>extremely (2)</b>                  5:25;6:1  <b>exudes (1)</b>                  22:22</p> <p style="text-align: center;"><b>F</b></p> <p><b>Facebook (2)</b>                  17:7;33:7  <b>fact (3)</b>                  17:18;26:10;34:3  <b>factor (1)</b>                  8:13  <b>fade (1)</b>                  29:12  <b>faded (1)</b>                  28:6  <b>fall (1)</b>                  16:21  <b>fantastic (1)</b>                  16:5  <b>far (3)</b>                  11:23;14:18;21:12  <b>fast (2)</b>                  24:19,22  <b>FAULKNER (1)</b>                  4:8  <b>favor (4)</b>                  4:9;6:24;29:22;                  34:18  <b>February (1)</b>                  18:13  <b>feed (1)</b>                  33:9  <b>feel (4)</b>                  7:16;10:13;11:8;                  17:21  <b>fees (1)</b>                  5:9  <b>FERNANDEZ (3)</b>                  25:3;26:7;27:12  <b>few (1)</b>                  13:10  <b>field (1)</b>                  7:20  <b>figure (1)</b>                  9:17  <b>filmed (1)</b>                  18:14</p>	<p><b>finance (4)</b>                  14:14,18,19;15:2  <b>financial (2)</b>                  4:13;6:19  <b>find (2)</b>                  23:14;33:19  <b>firms (1)</b>                  23:3  <b>first (2)</b>                  3:6;27:19  <b>fiscal (1)</b>                  4:25  <b>five (4)</b>                  15:8,9,23,24  <b>flesh (1)</b>                  12:25  <b>floor (2)</b>                  24:4;28:13  <b>focus (1)</b>                  9:17  <b>folks (4)</b>                  7:21;20:21;34:3,8  <b>following (4)</b>                  3:2;9:14;13:6;33:2  <b>font (5)</b>                  21:2;26:6,7;28:18,19  <b>food (1)</b>                  19:7  <b>formalized (1)</b>                  15:2  <b>forward (6)</b>                  6:21;10:13;21:12;                  24:21;30:1,22  <b>FOX (4)</b>                  4:15;5:20,22;31:14  <b>frame (1)</b>                  31:5  <b>franchise (1)</b>                  19:4  <b>free (1)</b>                  17:21  <b>fresh (1)</b>                  30:8  <b>full (3)</b>                  13:13;17:8;33:13  <b>fully (1)</b>                  17:7  <b>fund (2)</b>                  8:7,25  <b>funds (1)</b>                  19:24  <b>further (1)</b>                  21:6  <b>future (2)</b>                  14:19;16:15  <b>FY15 (2)</b>                  30:22,24</p> <p style="text-align: center;"><b>G</b></p> <p><b>gave (1)</b>                  10:11  <b>general (1)</b></p>	<p>33:23  <b>George (3)</b>                  25:16;32:13;33:21  <b>gets (1)</b>                  8:19  <b>given (2)</b>                  23:9;33:18  <b>gives (1)</b>                  29:4  <b>glad (2)</b>                  5:17;14:20  <b>goes (1)</b>                  23:8  <b>Good (26)</b>                  3:24;5:25;6:1,1,6;                  7:16,23;9:8,8,9;20:6,                  13,21;21:8,8,22;22:19,                  20;27:8,9;28:20,21;                  29:13;30:8,14;33:24  <b>Government (4)</b>                  8:24;12:4;14:9,17  <b>governmental (1)</b>                  9:1  <b>Governments (1)</b>                  12:22  <b>Grab (1)</b>                  22:11  <b>great (11)</b>                  9:15;17:1,5,6;20:2;                  25:8;28:4;30:15;34:4,                  7,11  <b>GREEN (11)</b>                  3:15,21;4:2;8:23;                  11:11;15:11;26:16,20;                  29:9;32:23,25  <b>group (1)</b>                  20:21  <b>groups (1)</b>                  17:13  <b>guess (1)</b>                  26:23  <b>guest (1)</b>                  19:14  <b>guide (1)</b>                  22:18  <b>guidelines (1)</b>                  20:25</p> <p style="text-align: center;"><b>H</b></p> <p><b>hand (5)</b>                  4:9;6:24;29:22;                  32:15;34:18  <b>handed (1)</b>                  4:15  <b>hands (1)</b>                  13:3  <b>happen (2)</b>                  19:5;25:15  <b>happening (2)</b>                  11:20;33:25  <b>happy (1)</b>                  10:7</p>	<p><b>hard (1)</b>                  16:16  <b>harder (1)</b>                  34:7  <b>heads (1)</b>                  7:24  <b>hear (2)</b>                  18:2,15  <b>heard (4)</b>                  3:12;11:13;24:22;                  32:20  <b>held (1)</b>                  3:3  <b>help (3)</b>                  14:6;15:25;16:2  <b>helpful (1)</b>                  23:14  <b>helps (1)</b>                  23:14  <b>hesitancy (1)</b>                  33:13  <b>Hey (1)</b>                  34:5  <b>highlights (3)</b>                  4:16;16:12,25  <b>Historic (1)</b>                  19:23  <b>hit (2)</b>                  16:12;27:19  <b>hold (1)</b>                  12:4  <b>honest (2)</b>                  11:4;26:5  <b>hope (1)</b>                  25:1  <b>Hopefully (5)</b>                  3:7;12:23;13:2;                  16:13;30:25  <b>hosting (1)</b>                  18:24  <b>hotel (1)</b>                  19:4  <b>hour (1)</b>                  11:7  <b>Hours (2)</b>                  18:24;19:8  <b>hundred (1)</b>                  17:14</p> <p style="text-align: center;"><b>I</b></p> <p><b>ice (2)</b>                  29:3,4  <b>icy (1)</b>                  26:19  <b>idea (2)</b>                  10:21;13:8  <b>important (2)</b>                  7:6;23:20  <b>impropriety (1)</b>                  15:20  <b>inability (1)</b>                  18:1</p>
---	--	--	--	---

<p><b>include (2)</b> 15:7;17:10 <b>incorporate (1)</b> 28:16 <b>increase (5)</b> 4:24;5:3,6;6:4,5 <b>Indicating (1)</b> 15:11 <b>individuals (1)</b> 11:3 <b>Industry (1)</b> 16:14 <b>information (6)</b> 18:11,18,19,22; 19:17,21 <b>Inn (3)</b> 19:2,4,12 <b>insertion (1)</b> 27:25 <b>instead (2)</b> 3:17;26:19 <b>intelligently (1)</b> 10:22 <b>interest (2)</b> 16:7;34:10 <b>interested (1)</b> 19:20 <b>internet (1)</b> 33:9 <b>interview (1)</b> 31:16 <b>into (11)</b> 6:9;8:13;16:10; 18:18;19:4;22:1,3,17; 23:8,12;33:13 <b>investment (1)</b> 34:10 <b>invitations (1)</b> 19:1 <b>invited (1)</b> 7:23 <b>issue (2)</b> 18:13,21 <b>item (2)</b> 9:25;13:6 <b>items (4)</b> 9:25;10:17;12:5,19</p>	<p><b>Julie (4)</b> 14:6;15:10;18:5; 20:5 <b>JUMPER (48)</b> 3:4,19,24;4:3,7,9,11; 6:22,24;7:1;9:20; 11:15;12:2;13:8,21,23; 14:4,12;15:12,14;16:5; 18:2,5;20:5;21:14; 24:4,6,20;25:13,24; 27:15;28:12,20;29:1, 10,18,21,24;30:15; 31:3,7,20,23;33:21; 34:13,16,18,21 <b>justice (1)</b> 28:5</p>	<p>21:15 <b>Leverage (1)</b> 27:17 <b>liaison (2)</b> 14:15,25 <b>Library (1)</b> 19:24 <b>liked (1)</b> 21:19 <b>limited (1)</b> 12:24 <b>line (2)</b> 5:21;32:5 <b>lines (2)</b> 23:23;32:25 <b>lining (1)</b> 22:12 <b>list (2)</b> 7:5;32:13 <b>little (12)</b> 10:3,11;13:1;18:22; 25:15,23;26:6,17; 29:17;32:24;33:5;34:7 <b>live (1)</b> 26:20 <b>Local (4)</b> 8:24;17:18,19;34:8 <b>logo (9)</b> 21:1,3,7;25:4,5,25; 26:2,23;32:21 <b>long (4)</b> 14:9;22:1,2,3 <b>look (17)</b> 5:1;7:21;12:16;13:5; 14:11;16:8;21:1,17; 22:4;25:4,8;26:16; 28:2,22;29:13;32:22; 33:11 <b>looked (1)</b> 31:15 <b>looking (5)</b> 6:7;12:8;16:23; 21:22;24:9 <b>Looks (11)</b> 4:12;8:8;19:13;21:7, 8;25:8,16;26:19;27:19; 29:3,17 <b>lot (6)</b> 17:7;24:17,18;25:7, 11;32:18 <b>love (4)</b> 18:25;19:14;20:2; 31:11 <b>low (1)</b> 16:10 <b>Lucky (1)</b> 22:18 <b>LUKER (2)</b> 3:25;33:23 <b>lures (1)</b> 22:23</p>	<p style="text-align: center;"><b>M</b></p> <p><b>machine (1)</b> 22:15 <b>Macon (1)</b> 17:14 <b>magazine (1)</b> 18:10 <b>main (1)</b> 27:21 <b>making (3)</b> 15:22;29:10;34:4 <b>manner (1)</b> 6:17 <b>March (5)</b> 13:18,23,24;19:22; 31:11 <b>marketing (13)</b> 7:11,13,15;9:16,24; 20:10,18;21:10;30:16, 18;31:2,19;34:6 <b>Mary (10)</b> 15:12;18:13;20:13; 23:1,7;24:11;30:13; 33:3,10,16 <b>material (2)</b> 23:21;24:16 <b>materials (1)</b> 24:16 <b>May (8)</b> 6:18;8:14,14;17:12; 20:4;29:7,9;32:4 <b>maybe (1)</b> 3:25 <b>mean (1)</b> 12:17 <b>MEANS (16)</b> 20:9;24:2,10;26:4,8, 10;27:2,7,13,24;28:8, 10,24;29:6;30:6;34:17 <b>meant (2)</b> 3:25;26:3 <b>media (7)</b> 20:14;23:1;31:21,22; 33:3,11,17 <b>meet (2)</b> 7:21;14:8 <b>meeting (22)</b> 3:4;10:1,2,2;11:20; 12:22,22,23;13:2,6,9, 11,13,16,18;14:1,10; 15:23;20:10;22:2;28:4; 34:3 <b>meetings (4)</b> 8:18;11:8;12:25; 20:15 <b>meets (1)</b> 13:6 <b>members (4)</b> 11:12;15:8,8,10 <b>Merrily (1)</b> 28:15</p>	<p><b>Merrily's (1)</b> 29:18 <b>message (1)</b> 22:10 <b>messages (1)</b> 22:11 <b>messaging (2)</b> 23:2,7 <b>met (1)</b> 10:2 <b>might (4)</b> 15:23;18:1;28:3; 32:22 <b>miles (1)</b> 17:14 <b>mind (4)</b> 10:21;11:17,18; 23:16 <b>minds (1)</b> 11:16 <b>mine (2)</b> 9:22;13:15 <b>minimum (1)</b> 6:8 <b>minutes (7)</b> 3:7,10,20,23;4:5; 6:14;13:10 <b>momentum (1)</b> 30:2 <b>money (2)</b> 7:4,7 <b>month (6)</b> 5:3,7,15;15:6;16:13; 17:23 <b>months (1)</b> 9:14 <b>more (12)</b> 9:1;15:6,9,22;18:15; 19:20;25:19;26:8,13; 28:23;29:17;32:21 <b>most (3)</b> 8:25;17:18;18:14 <b>mostly (1)</b> 26:16 <b>motion (10)</b> 4:4;6:19,22;24:1; 28:12,14,15;29:14,19; 34:14 <b>Mountain (4)</b> 17:11;25:16;32:24; 34:4 <b>mountains (14)</b> 18:17,23;25:8,9,20; 26:11,14,16,20;28:18, 22,24;29:17;32:23 <b>move (3)</b> 6:20,20;21:12 <b>moved (2)</b> 4:6;34:15 <b>moving (9)</b> 10:13;21:4;23:22; 24:21;30:1,2,3,4,22 <b>much (7)</b></p>
<p style="text-align: center;"><b>J</b></p> <p><b>Jackson (12)</b> 3:5;7:18;12:15; 14:16;17:14;18:5; 19:23;25:4;33:6,16,25; 34:12 <b>January (6)</b> 3:7;4:17;5:4,5,7; 18:20 <b>job (6)</b> 3:24;20:6,13;22:19, 20;30:13 <b>judgment (1)</b> 29:8</p>	<p style="text-align: center;"><b>K</b></p> <p><b>keep (7)</b> 8:6;11:21;23:14; 30:2,3,3;32:22 <b>Kelly's (1)</b> 17:1 <b>kept (1)</b> 8:11 <b>Kick (1)</b> 22:16 <b>kind (6)</b> 12:9,14;16:4;20:9; 22:8;25:11</p> <p style="text-align: center;"><b>L</b></p> <p><b>LANNING (2)</b> 6:23;15:13 <b>last (6)</b> 10:2;16:21,22;19:15; 21:24;27:24 <b>later (2)</b> 7:14;18:15 <b>launch (1)</b> 25:1 <b>Laurels (1)</b> 32:24 <b>Lavage (2)</b> 27:21,25 <b>leads (1)</b> 6:9 <b>least (4)</b> 8:5;21:24;22:20; 32:2 <b>left (2)</b> 7:5;21:5 <b>legible (1)</b> 26:8 <b>leisure (1)</b> 16:8 <b>less (2)</b> 15:8;28:23 <b>Letter (1)</b> 16:14 <b>letterhead (1)</b></p>			

<p>9:23;14:13;20:24; 21:20;24:16,17;30:10 <b>multiple (1)</b> 32:2</p>	<p>14:8 <b>off (2)</b> 4:1;23:17 <b>offer (1)</b> 22:24 <b>office (1)</b> 16:18 <b>officers (1)</b> 14:1 <b>officio (2)</b> 15:9,13 <b>old (1)</b> 12:15 <b>onboard (1)</b> 34:1 <b>once (1)</b> 28:1 <b>one (35)</b> 3:22;4:5;6:4,7;7:20, 21;9:24;10:16,19; 11:11;12:6;14:20; 15:19,22;16:15;17:13; 19:19;22:8,11,12;23:8, 12,16;25:6,17;26:15; 27:21,24;29:10;30:17; 31:15;32:13,21;33:11, 23 <b>one-time (2)</b> 8:13;9:10 <b>only (2)</b> 16:2;32:13 <b>onset (2)</b> 32:1,2 <b>open (1)</b> 11:4 <b>opening (1)</b> 17:9 <b>operated (1)</b> 12:9 <b>opposed (3)</b> 4:11;7:1;29:24 <b>options (1)</b> 31:4 <b>order (4)</b> 3:5,6;12:12;27:25 <b>orders (1)</b> 27:18 <b>original (1)</b> 27:1 <b>ourselves (1)</b> 32:8 <b>out (20)</b> 4:15;6:12;7:2;9:17; 12:25;15:16,25;16:16; 21:4,9;23:2,8,25;27:13, 24;28:6;29:7,9;30:13; 34:8 <b>outcomes (1)</b> 20:16 <b>outdoor (1)</b> 17:10 <b>Outhouse (5)</b> 17:2;18:3,9,14,19</p>	<p><b>outstanding (1)</b> 25:1 <b>over (2)</b> 9:14;32:16 <b>own (1)</b> 12:18 <b>owner (1)</b> 16:17</p>	<p><b>photo (2)</b> 18:17,20 <b>pick (3)</b> 26:4,10;27:10 <b>piggyback (1)</b> 12:24 <b>Pineapple (4)</b> 20:14,14;23:2;24:13 <b>pizza (1)</b> 34:5 <b>place (4)</b> 18:25;23:12;34:5,9 <b>placed (1)</b> 29:11 <b>plan (2)</b> 7:20;17:8 <b>planning (2)</b> 17:9;30:22 <b>Play (7)</b> 20:7;22:11,14,16,17, 18;25:3 <b>please (2)</b> 14:6;19:6 <b>pleased (2)</b> 7:15;10:4 <b>Plus (1)</b> 12:16 <b>point (7)</b> 6:10;12:10,13;13:4; 20:23;24:12,13 <b>pointed (2)</b> 25:19,21 <b>pointedness (1)</b> 26:18 <b>pop (1)</b> 28:7 <b>pops (1)</b> 27:7 <b>portal (1)</b> 33:15 <b>position (3)</b> 9:8,18;17:25 <b>possible (1)</b> 30:24 <b>possibly (2)</b> 9:23;15:5 <b>posted (1)</b> 17:7 <b>pottery (1)</b> 22:13 <b>Power (2)</b> 24:12,13 <b>PR (2)</b> 20:14;23:2 <b>practicable (1)</b> 30:25 <b>pre-meeting (1)</b> 13:9 <b>prepare (3)</b> 10:19;31:10;32:8 <b>prepared (3)</b> 10:10;15:17;16:7 <b>prerogative (1)</b></p>	<p>14:22 <b>presentation (5)</b> 7:14;10:4,11;20:17; 24:13 <b>presented (6)</b> 20:11,18;21:11;22:1, 4;24:12 <b>pretty (5)</b> 14:13,17;20:21; 21:20;24:19 <b>print (1)</b> 22:25 <b>prior (4)</b> 13:12;14:10;31:15; 33:14 <b>priority (1)</b> 33:18 <b>probably (2)</b> 5:18;31:14 <b>problem (1)</b> 25:16 <b>problems (3)</b> 3:15,18,21 <b>proceedings (2)</b> 3:2;34:23 <b>process (5)</b> 20:25;21:7,16;30:11; 31:16 <b>productive (1)</b> 24:19 <b>programs (1)</b> 8:14 <b>progressing (1)</b> 20:24 <b>projects (1)</b> 23:10 <b>promotes (1)</b> 23:15 <b>promoting (1)</b> 17:19 <b>properties (3)</b> 16:19,21;17:19 <b>protecting (1)</b> 21:6 <b>proven (1)</b> 32:1 <b>provided (1)</b> 10:9 <b>public (2)</b> 31:21;32:12 <b>Publications (1)</b> 20:14 <b>publicized (1)</b> 17:16 <b>published (1)</b> 27:23 <b>purpose (1)</b> 31:4 <b>put (6)</b> 10:10;13:3,5;31:12; 32:18;33:5 <b>putting (1)</b> 23:8</p>
<p><b>N</b></p>	<p><b>P</b></p>	<p><b>pace (1)</b> 24:22 <b>page (2)</b> 23:17;33:5 <b>paid (1)</b> 31:22 <b>paper (1)</b> 17:1 <b>parameter (1)</b> 31:12 <b>parentheses (1)</b> 22:14 <b>part (3)</b> 7:11,24;20:2 <b>participate (1)</b> 17:13 <b>particular (1)</b> 10:20 <b>party (1)</b> 19:5 <b>pass (6)</b> 18:7;21:13,18,21; 22:6,8 <b>passed (2)</b> 12:10;29:25 <b>passing (4)</b> 6:12;7:2;19:1;21:9 <b>past (3)</b> 5:21;14:2;30:21 <b>Patel (3)</b> 18:24;19:3,10 <b>penalties (1)</b> 4:19 <b>people (6)</b> 15:19,22;22:23; 24:25;30:10;31:2 <b>percent (14)</b> 4:21,23,24,25;5:3,6, 10,15,19;6:4,7;7:12; 8:6,25 <b>percentage (1)</b> 7:4 <b>perfect (1)</b> 9:11 <b>perhaps (1)</b> 16:15 <b>period (1)</b> 4:24 <b>PETERKIN (12)</b> 5:25;7:2;9:2,12; 11:25;13:17,22;18:4; 24:5;31:1,5,12</p>	<p><b>photo (2)</b> 18:17,20 <b>pick (3)</b> 26:4,10;27:10 <b>piggyback (1)</b> 12:24 <b>Pineapple (4)</b> 20:14,14;23:2;24:13 <b>pizza (1)</b> 34:5 <b>place (4)</b> 18:25;23:12;34:5,9 <b>placed (1)</b> 29:11 <b>plan (2)</b> 7:20;17:8 <b>planning (2)</b> 17:9;30:22 <b>Play (7)</b> 20:7;22:11,14,16,17, 18;25:3 <b>please (2)</b> 14:6;19:6 <b>pleased (2)</b> 7:15;10:4 <b>Plus (1)</b> 12:16 <b>point (7)</b> 6:10;12:10,13;13:4; 20:23;24:12,13 <b>pointed (2)</b> 25:19,21 <b>pointedness (1)</b> 26:18 <b>pop (1)</b> 28:7 <b>pops (1)</b> 27:7 <b>portal (1)</b> 33:15 <b>position (3)</b> 9:8,18;17:25 <b>possible (1)</b> 30:24 <b>possibly (2)</b> 9:23;15:5 <b>posted (1)</b> 17:7 <b>pottery (1)</b> 22:13 <b>Power (2)</b> 24:12,13 <b>PR (2)</b> 20:14;23:2 <b>practicable (1)</b> 30:25 <b>pre-meeting (1)</b> 13:9 <b>prepare (3)</b> 10:19;31:10;32:8 <b>prepared (3)</b> 10:10;15:17;16:7 <b>prerogative (1)</b></p>	<p><b>pace (1)</b> 24:22 <b>page (2)</b> 23:17;33:5 <b>paid (1)</b> 31:22 <b>paper (1)</b> 17:1 <b>parameter (1)</b> 31:12 <b>parentheses (1)</b> 22:14 <b>part (3)</b> 7:11,24;20:2 <b>participate (1)</b> 17:13 <b>particular (1)</b> 10:20 <b>party (1)</b> 19:5 <b>pass (6)</b> 18:7;21:13,18,21; 22:6,8 <b>passed (2)</b> 12:10;29:25 <b>passing (4)</b> 6:12;7:2;19:1;21:9 <b>past (3)</b> 5:21;14:2;30:21 <b>Patel (3)</b> 18:24;19:3,10 <b>penalties (1)</b> 4:19 <b>people (6)</b> 15:19,22;22:23; 24:25;30:10;31:2 <b>percent (14)</b> 4:21,23,24,25;5:3,6, 10,15,19;6:4,7;7:12; 8:6,25 <b>percentage (1)</b> 7:4 <b>perfect (1)</b> 9:11 <b>perhaps (1)</b> 16:15 <b>period (1)</b> 4:24 <b>PETERKIN (12)</b> 5:25;7:2;9:2,12; 11:25;13:17,22;18:4; 24:5;31:1,5,12</p>
<p><b>O</b></p>	<p><b>observation (2)</b> 27:9,12 <b>obvious (1)</b> 24:20 <b>Obviously (5)</b> 7:11;16:10;22:25; 26:6;30:13 <b>occurred (1)</b> 17:1 <b>occurring (1)</b> 11:2 <b>o'clock (1)</b></p>	<p><b>pace (1)</b> 24:22 <b>page (2)</b> 23:17;33:5 <b>paid (1)</b> 31:22 <b>paper (1)</b> 17:1 <b>parameter (1)</b> 31:12 <b>parentheses (1)</b> 22:14 <b>part (3)</b> 7:11,24;20:2 <b>participate (1)</b> 17:13 <b>particular (1)</b> 10:20 <b>party (1)</b> 19:5 <b>pass (6)</b> 18:7;21:13,18,21; 22:6,8 <b>passed (2)</b> 12:10;29:25 <b>passing (4)</b> 6:12;7:2;19:1;21:9 <b>past (3)</b> 5:21;14:2;30:21 <b>Patel (3)</b> 18:24;19:3,10 <b>penalties (1)</b> 4:19 <b>people (6)</b> 15:19,22;22:23; 24:25;30:10;31:2 <b>percent (14)</b> 4:21,23,24,25;5:3,6, 10,15,19;6:4,7;7:12; 8:6,25 <b>percentage (1)</b> 7:4 <b>perfect (1)</b> 9:11 <b>perhaps (1)</b> 16:15 <b>period (1)</b> 4:24 <b>PETERKIN (12)</b> 5:25;7:2;9:2,12; 11:25;13:17,22;18:4; 24:5;31:1,5,12</p>	<p><b>photo (2)</b> 18:17,20 <b>pick (3)</b> 26:4,10;27:10 <b>piggyback (1)</b> 12:24 <b>Pineapple (4)</b> 20:14,14;23:2;24:13 <b>pizza (1)</b> 34:5 <b>place (4)</b> 18:25;23:12;34:5,9 <b>placed (1)</b> 29:11 <b>plan (2)</b> 7:20;17:8 <b>planning (2)</b> 17:9;30:22 <b>Play (7)</b> 20:7;22:11,14,16,17, 18;25:3 <b>please (2)</b> 14:6;19:6 <b>pleased (2)</b> 7:15;10:4 <b>Plus (1)</b> 12:16 <b>point (7)</b> 6:10;12:10,13;13:4; 20:23;24:12,13 <b>pointed (2)</b> 25:19,21 <b>pointedness (1)</b> 26:18 <b>pop (1)</b> 28:7 <b>pops (1)</b> 27:7 <b>portal (1)</b> 33:15 <b>position (3)</b> 9:8,18;17:25 <b>possible (1)</b> 30:24 <b>possibly (2)</b> 9:23;15:5 <b>posted (1)</b> 17:7 <b>pottery (1)</b> 22:13 <b>Power (2)</b> 24:12,13 <b>PR (2)</b> 20:14;23:2 <b>practicable (1)</b> 30:25 <b>pre-meeting (1)</b> 13:9 <b>prepare (3)</b> 10:19;31:10;32:8 <b>prepared (3)</b> 10:10;15:17;16:7 <b>prerogative (1)</b></p>	<p><b>observation (2)</b> 27:9,12 <b>obvious (1)</b> 24:20 <b>Obviously (5)</b> 7:11;16:10;22:25; 26:6;30:13 <b>occurred (1)</b> 17:1 <b>occurring (1)</b> 11:2 <b>o'clock (1)</b></p>

Q	reinvent (1) 16:3 relations (1) 31:21 rentals (2) 4:18;5:12 report (4) 4:13;16:6;18:5;25:5 reporting (1) 4:22 reports (1) 12:3 repository (1) 23:8 representing (1) 16:19 represents (1) 21:23 require (1) 24:1 requires (2) 8:6,24 resolution (6) 12:10,11,17,17,20; 14:21 retail (1) 22:13 retreat (1) 11:12 revenue (1) 9:9 revenues (2) 4:17;6:3 review (4) 3:6,9,11;4:13 RFP (4) 30:21,23;31:4,19 rid (1) 29:3 riders (1) 17:17 right (13) 4:9;5:19;6:4,24;7:8; 10:5,11;12:2;16:6,11; 22:16;25:18;33:6 road (1) 16:3 Robert (5) 12:12;19:17;20:20; 21:21;31:18 Robert's (1) 12:12 rock (1) 20:7 Rockies (3) 25:17;26:17;28:23 rough (1) 6:2 round (2) 25:23;26:20 rule (1) 12:12	S	7:4 sign (2) 4:11;7:1 similar (2) 22:9;31:14 single (1) 32:8 sit (1) 3:10 site (2) 33:16,16 sites (1) 33:8 sitting (1) 31:25 situation (1) 15:18 sizes (1) 21:3 slides (1) 10:11 Smokies (1) 28:23 smooth (5) 27:13;28:24;29:6,9; 32:17 social (6) 20:13;23:1;31:21; 33:3,10,17 somebody (6) 3:25;13:14;22:12; 31:8,9;34:9 sometimes (1) 34:7 somewhat (1) 22:9 somewhere (1) 8:8 soon (2) 30:24,24 sorry (1) 15:12 sort (2) 8:12;33:15 sounds (2) 16:5;28:4 speak (1) 10:21 SPEAKER (1) 32:14 speaking (1) 23:17 specifically (1) 14:11 spend (4) 7:4,7,7,17 spending (1) 5:23 spent (1) 7:13 stand (2) 12:18;34:18 Start (4)	22:8;30:8,21;31:8 started (1) 20:25 starting (1) 20:23 State (3) 8:6;18:18,22 States (1) 17:17 statistics (2) 16:9;18:6 stealing (1) 20:7 Step (1) 22:17 Stephanie (2) 15:10;33:8 stick (1) 6:16 still (3) 20:24;28:20;30:3 STOCKTON (3) 18:6;19:9,11 stop (2) 30:2;34:5 stopped (1) 34:4 story (1) 22:21 strategy (1) 10:9 streets (1) 30:12 stress (1) 11:2 stretching (1) 21:4 structure (1) 15:7 stuff (1) 23:15 stunning (1) 28:8 subject (1) 26:15 submitted (3) 6:20;18:10;21:19 subtly (1) 26:24 suggest (1) 25:9 summer (1) 33:14 supersede (1) 12:18 support (3) 10:14;17:25;23:1 supporting (1) 17:10 sure (5) 8:18;11:15,17;16:18; 29:11 sweet (1)
<p>Quality (2) 19:4,12 quick (3) 6:9,13;27:16 quickly (1) 9:22</p>	<p>same (6) 4:11,24;7:1;18:18; 23:17;26:15 saw (1) 24:20 saying (1) 24:2 schedule (7) 6:11,16;7:3;8:16; 13:11;14:4,6 scheduled (1) 13:13 search (1) 33:18 season (3) 16:11;17:9;33:14 Second (13) 4:7,8;6:22,23;21:9; 24:5,6;28:13;29:18,20, 21;34:16,17 secretary (1) 15:14 seeing (1) 33:24 seemed (2) 10:4,5 seems (1) 15:1 send (1) 24:15 sending (1) 23:2 sense (2) 29:3,4 sent (1) 24:14 session (5) 10:18;11:19;13:11, 25:14;11 sessions (2) 11:9,9 set (2) 12:9;13:24 setting (1) 10:18 several (3) 8:17;10:17;30:9 shadows (1) 26:18 share (1) 10:8 shared (2) 10:8;23:12 ship (1) 29:16 short (1) 9:22 show (3) 18:6;20:1,2 shows (1)</p>			
<p>R</p> <p>race (3) 18:3,9,14 Races (1) 17:2 radar (2) 10:17;11:6 raise (4) 4:9;6:24;29:22; 34:18 ramping (1) 24:19 rate (1) 4:23 read (2) 3:23;17:21 reads (1) 27:4 ready (1) 11:14 real (5) 6:12;9:22;10:7;11:4; 21:8 realization (1) 14:14 really (15) 9:15,17;10:24;15:2, 6,7;21:8,22;23:14,18; 25:20;28:7;30:8,9; 32:15 received (1) 16:13 recognize (1) 17:3 recollection (1) 13:4 recommend (2) 23:20,22 recommendation (2) 21:21;24:3 recommendations (1) 21:6 recreation (1) 17:10 referred (1) 12:12 reflected (1) 4:19 refurbished (2) 18:25;19:12 regard (1) 28:17</p>				



9:22 Sylva (2) 19:2,3	together (3) 8:10;23:4;33:15	<b>U</b>	way (10) 6:2,20;8:10;22:21, 22,23;25:14;26:18; 27:4;28:22	<b>Y</b>
<b>T</b>	told (1) 25:16		weather (2) 6:2;17:4	
table (1) 13:4	took (1) 17:4	unanimous (1) 21:20	web (2) 33:5,15	years (1) 5:21
talk (3) 6:15;10:20;27:10	Top (1) 25:20	<b>UNIDENTIFIED (1)</b> 32:14	website (2) 9:11;33:13	<b>Yesterday (6)</b> 20:10;22:16;24:12, 21;28:4;33:2
talking (6) 10:18;13:9;18:9; 20:13;31:1,3	topic (1) 14:12	uniform (1) 31:25	websites (2) 9:16;33:10	<b>Z</b>
tasteful (1) 22:22	total (4) 4:24;5:8,9,13	units (1) 4:22	week (1) 13:19	zillions (1) 26:1
tax (1) 16:17	totalled (1) 4:18	University (1) 19:19	weekend (1) 17:6	zip (1) 22:12
TDA (6) 10:22;11:5,12,14; 14:1;33:9	totally (2) 8:15;30:9	untweak (1) 27:2	weigh (1) 8:19	<b>1</b>
teased (1) 34:2	totals (1) 4:20	up (30) 4:23;6:2,3,3;7:18,21, 24,25;10:18;12:10; 15:21;16:19,25;17:6, 13;18:4,13,17,23; 19:18,22;22:3;23:24; 24:19;26:4,10;27:10; 31:8;33:2;34:19	welcome (1) 19:7	1 (1) 14:7
TEASLEY (12) 4:6;9:10;25:14,19; 26:3,13;27:6;28:19,21; 29:2,8,16	Tour (1) 17:11	Tourism (4) 3:5;17:20;19:18; 25:4	welcoming (1) 19:5	1:00 (1) 13:24
telling (1) 22:21	Town's (1) 19:6	track (2) 23:9,15	well-attended (1) 18:16	10 (1) 9:4
tells (1) 3:22	traction (1) 30:14	update (1) 16:8	Wendy (1) 27:10	10.4 (1) 4:25
thanks (1) 20:20	transferring (1) 19:3	used (1) 21:1	Western (1) 19:18	110 (1) 4:22
thinking (1) 7:8	transition (1) 32:17	<b>V</b>	wheel (1) 16:4	11th (6) 13:21,22,23,24; 14:10;31:11
thoroughly (1) 3:22	transparent (1) 8:15	various (1) 17:2	Whereupon (1) 3:2	13 (2) 4:24;5:2
though (1) 11:20	Transylvania (1) 17:14	vein (1) 32:5	white (2) 26:18;32:24	14 (1) 5:2
thought (3) 3:25;15:16;18:1	treasurer (1) 14:16	version (1) 29:12	wise (1) 7:4	15 (1) 9:5
thoughts (1) 11:21	trip (1) 7:25	via (2) 3:8;16:14	wish (1) 21:24	15th (1) 3:7
three (8) 15:7,8,9,24;17:13; 20:11;21:18;23:3	Triple (1) 27:25	Vice (2) 11:24;14:25	without (1) 6:3	18th (2) 13:17,18
throughout (1) 17:16	trips (2) 7:20;12:25	Vick (2) 18:24;19:1	wonderful (3) 18:24;20:1;26:19	19th (1) 13:18
thunder (1) 20:7	true (1) 28:6	Vicki (1) 15:12	wondering (2) 26:1;30:12	<b>2</b>
Tickets (1) 19:25	try (5) 9:1;12:8,24,25;31:25	video (1) 17:4	work (20) 10:15,18,24;11:9,9, 18,19;13:11,25;14:10, 13,25;16:18;20:11,18; 21:11;24:25;30:23; 31:10;32:18	2:30 (1) 13:24
ties (1) 33:15	trying (2) 9:11;12:16	visitor (1) 7:17	worked (1) 26:6	20 (1) 9:5
till (1) 8:11	TTA (2) 12:15,16	visitors (1) 16:10	working (8) 8:17;13:1;15:1; 17:23;22:16;23:3,6,17	2013 (1) 5:5
timely (2) 6:17;8:21	Tuesday (3) 13:12,16,22	vote (1) 28:13	works (2) 14:15;16:4	22nd (1) 17:11
times (2) 11:8;30:7	turn (1) 32:25	voted (3) 25:6,17;26:23	wrapped (1) 10:21	27th (1) 19:9
tiny (1) 25:22	two (4) 15:4,19,22;23:19	votes (1) 8:18	wrestle (1) 12:14	<b>3</b>
today (2) 7:14;17:3	type (1) 5:16	<b>W</b>		
		waiting (2) 23:10,10		

<b>3 (1)</b> 4:23				
<b>30 (1)</b> 3:10				
<b>31st (2)</b> 5:4,5				
<b>4</b>				
<b>44 (1)</b> 7:12				
<b>5</b>				
<b>5:00 (1)</b> 19:11				
<b>50 (2)</b> 5:3;8:11				
<b>6</b>				
<b>6:30 (1)</b> 19:11				
<b>63.43 (1)</b> 5:10				
<b>64 (1)</b> 5:19				
<b>7</b>				
<b>75 (1)</b> 5:6				
<b>8</b>				
<b>8 (1)</b> 8:6				
<b>81.12 (1)</b> 4:21				
<b>8th (1)</b> 19:22				