

IN THE MATTER OF:
JACKSON COUNTY TOURISM
DEVELOPMENT AUTHORITY

Jackson County Tourism Development Authority

Board of Directors Meeting

January 15, 2014

1:00 p.m.

-oOo-

Pursuant to Notice
At the Jackson County Recreational Center
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

APPEARANCES

Robert Jumper, Chairman

Clifford Meads

Ken Fernandez

Robert Jumper

Mickey Luker

Mary Lanning

Merrily Teasley

Bob Dewes

Julie Spiro

Deb Watson

Vicki Greene, County Commissioner

Darlene Fox, Finance Director

Brien Peterkin

Ashley Faulkner

1 eupon, at which time the following proceedings were
2)

3 MR. JUMPER: Okay. We are going to go ahead and
4 call the meeting to order. I think we do have a
5 quorum. I'm pretty sure we have --

6 Julie, if you would confirm for me when you get a
7 chance that we do actually have a quorum to vote.

8 MS. SPIRO: We do.

9 MR. JUMPER: That would be great.

10 First I would just like to thank everybody for
11 being here and for participating. I know everybody --
12 We had some touchy phone calls about weather, but
13 everything seems to be fine and we are going to be able
14 to have our meeting.

15 The first topic on the agenda is the review and
16 approval of the December 11th minutes. All of the
17 Board members were sent digital copies of that piece.
18 Julie also has one copy to share with you all if you
19 have not read it. Hopefully you have.

20 And is there any discussion on the minutes?

21 MR. LUKER: This was a collection of trees, I know
22 that, if she printed all of them.

23 I make a motion to approve the minutes.

24 Do you want to include the agenda in that, Robert?

25 MR. JUMPER: That would be fine.

1 MR. LUKER: All right. I will make a motion to
2 approve the minutes and the agenda as presented.

3 MR. JUMPER: Can we get a second on that?

4 MR. PETERKIN: Second.

5 MR. JUMPER: All in favor?

6 ALL MEMBERS: Aye.

7 MR. JUMPER: Any opposed?

8 (No response.)

9 MR. JUMPER: That will be fine there.

10 The financial report, Darlene?

11 MS. FOX: Brien and I worked together and we came
12 up with a highlight for your report to help make it a
13 little bit easier to see.

14 The December room occupancy tax collected covers
15 \$40,743.85. We had \$230 in penalties. The year to
16 date collection totals \$444,228. That is 74.04 percent
17 of the budget.

18 We had 118 units reporting for November rentals.
19 Based on the 3 percent comparison rate, the collections
20 are down 9 percent from the same period in 2012. But
21 the total increase for the year is up 8.2 percent.

22 MR. JUMPER: Awesome.

23 MR. PETERKIN: And that is three percent, three to
24 three.

25 MR. JUMPER: That is awesome.

1 MR. LUKER: Darlene, are we -- On that 74.04
2 percent, is that pretty much the target? Are we -- Are
3 we --

4 MS. FOX: We are above. A lot of the -- A lot of
5 the revenue comes in earlier in the fiscal year for the
6 summer months.

7 MR. JUMPER: Apparently a lot of people have been
8 playing on, so that is cool.

9 MS. FOX: They have, yes.

10 The cash balance at December 31st was \$544,992.
11 That compared to December of last year is up about
12 \$208,408.

13 The reason for that is the one percent increase,
14 and then the expenses are down just a little.

15 MR. JUMPER: Great.

16 MR. PETERKIN: Plus we are up \$30,000 for the
17 year.

18 MR. JUMPER: Right.

19 MR. PETERKIN: Comparing this year to last year.

20 MR. JUMPER: And we don't celebrated that enough.
21 I mean, we are -- Things are going great. And we are
22 doing the right things. And it reflects in this
23 occupancy tax increase.

24 And also the cost containment measures that the
25 Chambers are implementing and that we are showing adds

1 mentioning, too.

2 So great job. Everybody, great job. I think that
3 is awesome, awesome news.

4 MS. FOX: The expenses for December were \$26,443
5 with the year to date expenses at \$202,607. That
6 combined with encumbrances, the total is \$314,000,
7 which is 52 percent of the budget. But that
8 encumbrances covers some of the ads placed through June
9 30th. So that is a good number, too.

10 And down below that just for capturing December
11 revenues, which were for November rentals, is a
12 breakdown of the different categories of units.

13 MR. PETERKIN: We can't -- You know, we can't -- I
14 don't even know what people pay. The only person who
15 knows who pays is Darlene. But we thought it would be
16 good for the Board to know what -- if you are thinking
17 of marketing things, who pays the most and where the
18 different strengths are. You start to see that
19 computed in this vast approach.

20 MS. FOX: Then the chart on the right-hand side is
21 just comparing fiscal year to date collections. And I
22 went ahead and included 2012 so that you could see the
23 difference where it is starting to increase. And the
24 14 numbers are based on the 3 percent, not the
25 4 percent.

1 MR. PETERKIN: It was confusing to me. It may not
2 be to you. Point out, '14 is our fiscal year. So it
3 started in '13. When we talk '14 numbers, that started
4 in July. Everybody got that. So '14 is really '13 and
5 a half.

6 MS. FOX: And then on the back page I went ahead
7 and put the total revenues that we have collected to
8 date for this fiscal year. And that includes the
9 November rentals that were collected in December.

10 And you can see the breakdown by type of the
11 percentages coming from each category.

12 MR. LUKER: On the campgrounds and RVs, Darlene,
13 is that part of the same as basically year rentals,
14 that if it is an RV park and they pulled a travel
15 trailer in that is mobile, is that also -- or is it
16 considered a long-term --

17 MS. FOX: It's considered a rental.

18 MR. LUKER: It is considered a rental?

19 MS. FOX: So we charge tax on it.

20 MR. LUKER: Irregardless of the -- That is the way
21 I thought.

22 You would think that number would be greater than
23 that, wouldn't you?

24 MS. FOX: Well, you can see -- If you go on the
25 second page, you can see where it has been more.

1 November was low.

2 MR. PETERKIN: Everybody is out in Arizona.

3 MR. LUKER: The reason I say that, I was just
4 recently driving by a couple of them and I was looking
5 at them and going, "Wow, there is an awful lot of those
6 that are remaining in there." And you see the same
7 ones over time. And I thought at the next meeting I
8 will ask Darlene about that.

9 MS. FOX: They are included.

10 MR. PETERKIN: A good part about this is Darlene
11 does 99.9 percent of the work.

12 MR. LUKER: She made you look good, Brien.

13 MR. PETERKIN: She did.

14 The good news is, is we are in definite great
15 shape. We have a good cash balance. And we figured
16 out what community cash balance is next year as we work
17 towards the budget. We will have good money to spend.

18 We guarantee you we will spend within the budget
19 on each item. Once you approve an item we will spend
20 the money. If we don't we will come back to you and
21 say this has gone over.

22 But right now we are in good shape there. We are
23 going to try to get the preliminary budget to you by
24 April so we can look at it and get it approved in May
25 and then it would have to be adopted by the

1 commissioners in June. So that should give us plenty
2 of time. By May we should have a preliminary budget to
3 you guys to work it over.

4 MR. FERNANDEZ: This is great, the visual.

5 MR. JUMPER: Awesome.

6 Can I get a motion to approve that report?

7 MR. MEADS: So moved.

8 MR. JUMPER: A second?

9 A MEMBER: Second.

10 MR. JUMPER: All in favor say aye.

11 ALL MEMBERS: Aye.

12 MR. JUMPER: Any opposed?

13 (No response.)

14 MR. JUMPER: Thank you very much.

15 All right. It's my turn.

16 Folks, I will commit to you to provide you
17 information of what I'm doing on behalf of "Play On" in
18 Jackson County at every meeting.

19 I will tell you that I have fielded a few
20 questions from the press already and had some good
21 conversations about the direction of tourism.

22 And I also had a good meeting with Rich Price with
23 Economic Development in Jackson County since the last
24 meeting that we have had together.

25 I also got a chance to be on Jackson County radio

1 to talk about the TDA and the direction and the
2 momentum that we have and the enthusiasm that we have
3 for our new product design, and looking forward to some
4 executionals, which is something we will talk about
5 today.

6 We have some -- We have had some discussions with
7 committee chairs and Mary and the EDs to determine the
8 best foot forward in the process.

9 So why don't I just go ahead and get into that now
10 and make you aware of some of the things that we are
11 going to recommend to you and I will be bringing to you
12 in the form of a motion.

13 We wanted to find a balance between the
14 familiarity of the County and the expertise that we
15 need to take this beyond just a local promotion. And
16 we think we found a good balance by giving three
17 agencies an opportunity to work for us and to generate
18 the things that we need; which are creative, execution
19 of our media plan, assistance with the tangible things
20 that need to be done to the product to enhance it, and
21 public relations.

22 In looking for that balance we came up with three
23 agencies. First the Brandon Agency, which if you have
24 been on the Board -- the two new members may not, but
25 the rest of the Board should be very familiar with the

1 Brandon Agency, we have had several presentations by
2 them.

3 The Pineapple Agency, the PR firm that you should
4 be familiar with because we have seen some documents on
5 Pineapple, they are very experienced. They are also
6 very familiar with Jackson.

7 And then finally Insight -- Insight, what is the
8 last --

9 A MEMBER: Internet Marketing.

10 MR. JUMPER: Internet Marketing.

11 Thank you very much -- with social media. They
12 are out of Whittier. They are very local. They are
13 very familiar with the county.

14 They have done very outstanding work for us here
15 before in previous work that they have done. And now
16 we want to expand that to include more than say
17 Facebook and some other things. We want a robust
18 social media campaign for Jackson.

19 So we discussed those. And those are the products
20 of the discussion. So in a few moments as we get to
21 the action items we will be entertaining a proposal to
22 you all to vote for it.

23 So having said that, I did also have a meeting
24 with Rich. We talked about the CEDS.

25 How many of the Board are familiar with CEDS?

1 MS. GREEN: Comprehensive economic development
2 strategy.

3 MR. JUMPER: I would have expected you to.

4 That is correct. It is the strategic guideline
5 document for Jackson County.

6 I want to share that with you. And we'll provide
7 it in the proper format maybe on -- because it is a
8 huge document. But it is very comprehensive, as the
9 title describes. And it has a slew of information
10 about how tourism is very, very important to Jackson.
11 And there is even a plan against it, a plan to enhance
12 us and to make us better and to grow us with
13 partnerships with economic development direction.

14 So I'm excited about the document. I had read it
15 before. And I'm just really excited about the things
16 that you guys have already done while Clifford was
17 chair that fall directly in line with the CEDS. You
18 guys were doing exactly the strategy that the County
19 had laid out in their CEDS in 2012.

20 So that I think is very encouraging. And it is
21 exciting to know that we don't have to reinvent the
22 wheel. We can do this together in conjunction with
23 economic development.

24 And I will stop for a moment and yield some
25 speaking time to Rich.

1 Rich, would you like to add anything about our
2 discussion?

3 MR. PRICE: No. I think you hit the nail on the
4 head, Robert.

5 It is critical for global economic development to
6 have a strong working relationship with this particular
7 Board because that is a paramount component to
8 successful economic growth and development in Jackson
9 County.

10 We know it is robust. We certainly believe -- We
11 all believe that it can be even more robust and more
12 lucrative.

13 And so, you know, Mr. Wooten and the commissioners
14 have certainly, you know, tasked me with partnering
15 with this particular group, with an industry advisory
16 committee, et cetera, to make sure all our bases are
17 covered and to make sure that we are working in unison.

18 I think this document -- This is something I will
19 echo Robert's sentiment. It is a big document. It is
20 about like this (indicating.)

21 And I won't tell you that I have read every word
22 of it thus far, but when I have a few minutes of
23 downtime I am going through it very carefully, et
24 cetera.

25 It is a solid plan and it certainly has a strong

1 vision for the County. And I believe it has laid the
2 foundation and the framework for us to go out now and
3 do the work and be successful.

4 So I look forward to partnering with you folks in
5 any way that I can to be a help or a resource or
6 whatever the circumstances may be.

7 MS. GREEN: Excuse me.

8 Robert, you were talking about the strategy that
9 was developed by Ridgetop Associates just for Jackson
10 County?

11 MR. JUMPER: Yes.

12 MS. GREEN: Okay. And then there is a regional
13 comprehensive -- excuse me -- economic development
14 strategy that takes into account all of the individual
15 ones that hopefully were prepared for Haywood County
16 West.

17 I think the job that Ridgetop Associates did was
18 more thorough than some of the other counties may have
19 gotten.

20 And I will admit that I'm one person who has read
21 every word in it. Back problems, running for
22 commissioner; just in case somebody asks.

23 MR. JUMPER: Well, it is -- Just on -- I got it
24 last night and read over it last night at home. It is
25 a fascinating document. If you love Jackson County you

1 are going to want to read this document.

2 So that being said, the only other item that I can
3 think of that you guys need to be aware of is -- and it
4 is part of the committee report, is Alex couldn't be
5 here today. But we did have a discussion with regard
6 to bylaws.

7 This organization is running off of basically an
8 ordinance. And we want to put in bylaws. And a
9 suggestion at the meeting was to take a look at the two
10 TDA guiding documents and take that and make it into a
11 TDA, something that we can present to the Board that we
12 can tweak and add or take away from and establish us
13 some bylaws because of that. I think we need to get
14 there as quickly as possible.

15 So that is a good lead into the committee reports.
16 And that is basically Alex's report, is that he is
17 working on getting those two documents and combining
18 them so that he can have us something to present to us.

19 Do we have anything more from finance?

20 MR. PETERKIN: No.

21 MS. FOX: No.

22 MR. JUMPER: And, Clifford, do you have anything
23 that you would like to add from marketing?

24 MR. MEADS: Just a couple of things.

25 We had a marketing meeting last Wednesday which

1 evolved into an executive committee meeting, much of
2 which was what we discussed. You are going to have
3 already put some thought out there. And we will
4 present it later.

5 But in addition to that, we are planning a
6 marketing summit, and based on the outcome of this
7 meeting, with all of the players to bring them together
8 so that we are all on the same page.

9 I met with Smoky Mountain News and they are
10 starting the Visitor Guide for 2014 for us with which
11 the proceeds from that will come back and help pay for
12 the production of it. And we should have that out
13 sometime in June.

14 So upon conclusion of this meeting we will
15 activate them and get them moving forward so we are not
16 behind the curve on that.

17 Other than that, most of the meat of what we
18 discussed you are going to bring up.

19 MR. JUMPER: Great.

20 We are moving right along.

21 Cashiers. I know Stephanie couldn't be here. But
22 she said she was sending her material via --

23 MR. FERNANDEZ: I have it right here.

24 MS. GREEN: I just wondered: Do we need to raise
25 these when we want to speak (indicating)?

1 MR. JUMPER: Make sure the hair shakes. That way
2 you'll get my attention.

3 MR. FERNANDEZ: This is pretty self-explanatory.
4 We haven't been able to meet because of the weather.
5 We are rescheduling our board meetings, so I don't have
6 a whole lot to add to this. So you can go over that at
7 your leisure.

8 If anybody has any questions I would be happy to
9 answer those.

10 MR. JUMPER: I'll give you a minute or two to
11 digest that. And if there are any questions I'm sure
12 Ken would be glad to entertain those.

13 MR. FERNANDEZ: We have a new president. Tim
14 O'Brien has taken over as president of the Cashiers
15 area Chamber.

16 MR. MEADS: Ken, are you still continuing to send
17 out leads to properties?

18 MR. FERNANDEZ: Yes.

19 MR. MEADS: You are?

20 MR. FERNANDEZ: Yes.

21 MR. JUMPER: If there are is nothing further on
22 the Cashiers report, the Jackson report --

23 MS. SPIRO: We can pass the reports around.

24 This is a full year report. For our new members,
25 you get a report each months, that shows you the

1 inquiries for each month.

2 This shows you January through December of 2013.
3 We had mailed and disburse 40,990 visitor logs. We
4 disbursed 14,255 fly fishing trail maps. Our website
5 visits, 421,029. And the visitor count into the
6 Jackson County Visitor Center, visitors serviced
7 onsite, 15,732, visitors 7,922.

8 All of this information is on the front page of
9 you report. And then you will see some additional
10 details in the back on Facebook, Google, analytics on
11 certain pages that are related to the tourism
12 development authority.

13 I would be glad to answer questions about that
14 before I mention one or two other things.

15 Okay. We have a Southeastern Fly Fishing Festival
16 coming up May 16th and 17th at the Ramsey Center. This
17 was held there last year, so this will be our second
18 year.

19 We are a support wing of that event, but we are
20 not the coordinator of that event. And we are a
21 support wing just through the simple fact that we are
22 the onsite physical hosts and we have the WNC Fly
23 Fishing Trail here.

24 So that group is going to request a little bit of
25 help with promotion. I forwarded that to the marketing

1 committee for their consideration at a later date.

2 We are working on North Carolina Beer Month which
3 is happening in April. We are continuing to move
4 forward with that. We have two breweries and a couple
5 of different lodging specials that the breweries have
6 partnered with.

7 This information goes on the visitnc.com and on
8 ncbeermonth.com. That is an event organized and
9 promoted through the Division of Tourism at the State
10 level.

11 The Comfort Inn in Sylva is open. It has 77
12 rooms, an event and banquet center. It seats 120. It
13 holds about 240 standing. They have a fitness center
14 and a small conference room.

15 And I'm inviting you to an open house. We have
16 this month's networking event through the Chamber at
17 the Comfort Inn. I would love to have you attend if
18 you would like to see this new accomodation.

19 So I will pass those around. I would certainly
20 love to have you be our guest this month.

21 Next month we will also be as the Chamber of
22 Commerce celebrating the new and rebranded and
23 refurbished Sylva Inn which will be under a new name
24 starting next month. That is Vick Patel's property.
25 Vick is one of your Board members here. He is absent

1 today, but he would certainly want you to be included
2 and invited to that event, and it is next month.

3 MS. TEASLEY: What is if new name?

4 MS. SPIRO: I think I better not say that. I
5 think I should leave that to Vick it make that
6 announcement when we wants to make it next month.

7 But is a name brand hotel, so it is rebranded.
8 And they are under full construction there. They are
9 still open for business. It will look very nice and
10 refurbished and updated. That is a great thing as well
11 for accommodations in Jackson County.

12 Please remember on your way out, I have brought
13 fly fishing maps, hiking trail maps, visitor guides,
14 and dining information. There are little bags over
15 here. Take these back to your accommodations to give
16 out to your guests or to people who are looking for
17 properties in Jackson County.

18 We want to do everything we can to keep them here
19 a day or two longer and to help make their stay more
20 pleasant.

21 May I answer any questions?

22 (No response.)

23 MS. SPIRO: Thank you, sir. All finished.

24 MR. JUMPER: Good. Thank you, very much.

25 Right on time, too.

1 So that gets us to our action items. I guess we
2 would call that old business.

3 Again we did discuss -- I'm going to ask the
4 executive committee members, Clifford and Brien to help
5 me as I go through. It is not complicated, but I just
6 want to make sure I hit everything with regard to the
7 hiring of marketing, public relations, and social media
8 firms.

9 We do feel like that the Brandon Agency has
10 provided us ample information to move forward. Our
11 concern was trying to fit all this in and try to roll
12 it out and make it a rest-of-this-year and then all the
13 way through next year initiative.

14 We are going to propose to the Board that we roll
15 back and say five months, the five months that exist
16 remaining in this budget, that we will allow these
17 three firms to, I guess for lack of a better word,
18 prove themselves, to get their feet wet in the
19 operation.

20 This is brand new to us and it is brand new to
21 them. So we want to see how they work and how they
22 operate together and see how that will work for us
23 moving forward.

24 It will also give us an opportunity during these
25 five months to assess additional firms so that when we

1 come to the FY15 we can start talking intelligently and
2 have a better pool or bench to choose from and make
3 good marketing decisions based on the expertise of the
4 people we want to choose. So we are talking about this
5 as a bridge proposal.

6 So the three firms are Pineapple, Insight Internet
7 Marketing, and Brandon will be the -- to my
8 understanding, the umbrella. They are the ones that
9 have done our strategy, so they would continue to
10 provide strategy to us for the remainder.

11 I think we also requested that Clifford talk to
12 them about the creative. And I think they did send
13 back a document to help us understand what that would
14 cost.

15 Did they not, Clifford?

16 MR. MEADS: Yes, they did. I got that today.

17 MR. JUMPER: Okay.

18 So rather than do this one by one, I would like to
19 make the motion that we hire these three firms based on
20 the proposal that had been presented to the executive
21 board at the amounts presented to the executive
22 board --

23 And don't get excited. There is time for
24 discussion.

25 -- immediately for a five-month period to end at

1 the end of the fiscal year. That is the motion.

2 MR. PETERKIN: Do you need a second?

3 MR. JUMPER: I need a second.

4 MR. PETERKIN: I second it.

5 MR. JUMPER: Is there any discussion?

6 MS. TEASLEY: We need to hear what they are going
7 to do.

8 MR. PETERKIN: Why don't I tell you the financial
9 part?

10 MR. JUMPER: Sure.

11 MR. PETERKIN: Just from the financial part, just
12 as a board, we had budgeted a certain amount of money
13 for marketing. And we implemented part of that with
14 the group that we had going Leverage.

15 And then we had made commitments on a part of
16 that. As it turns out, as we have gone through all of
17 those commitments and things that we really can't
18 change, a lot of them are in place, we had about a
19 little over about \$111,000 left in the overall
20 marketing.

21 Brandon came back to us with about a hundred
22 thousand dollar proposal. So we have enough money to
23 cover that.

24 We also had money left over because our PR person
25 quit early. We had \$28,000 in that account. And some

1 of the internet marketing is about \$10,000 and the PR
2 is about 12. I think it is about 12 or something like
3 that.

4 MR. MEADS: Twelve.

5 MR. PETERKIN: Twelve, so we had enough money to
6 cover that.

7 So within our budget we are fine. The budget that
8 we did for this year, these expenses all fall in line
9 within our budget.

10 So you are going to have three -- three groups.
11 One PR, they are the guys that do magazine articles and
12 fly fishing articles and things like that and try to
13 get things that are nonpaid advertisements for our
14 county.

15 Internet marketing, making sure we are on
16 Facebook, Pinterest, and everything, and all that.

17 And then Brandon which places our ads in AAA and
18 so forth and that kind of thing. They are the social
19 umbrella.

20 MR. MEADS: Creative development.

21 MR. PETERKIN: It kicks off "Play On."

22 MR. JUMPER: Right. Very good in a nutshell what
23 they are going to do for us.

24 MS. TEASLEY: And so is Brandon the \$100,000,
25 \$12,000 Pineapple, and \$10,000 internet social media?

1 MR. PETERKIN: That all fits within our budget.

2 MR. JUMPER: Correct.

3 MS. FOX: And we also had \$65,000 outstanding with
4 Leverage through June 3rd.

5 MS. TEASLEY: That we still owed them. And that
6 is still committing to --

7 MR. PETERKIN: That is all covered.

8 MS. FOX: That is all covered.

9 MR. JUMPER: All within the budget.

10 MR. PETERKIN: We do this stuff way out so you
11 cannot just change today. They are projected way out.
12 So we had to honor all of these commitments and make
13 sure we had those covered.

14 MR. JUMPER: And Brandon was made aware of that
15 and they are working with that to make sure it fits
16 into the overall strategy.

17 MS. TEASLEY: One more question. I'm sorry I had
18 to miss that meeting. I had five sprinkler heads
19 spraying inside my building and I couldn't come.

20 But why -- How does Pineapple fit into this? Did
21 they already have a contract with us?

22 MR. JUMPER: They do not. But we -- We need
23 some -- As the executive board discussed, we need
24 someone on the ground who is familiar with Jackson
25 County in order to get any benefit out of this

1 five-month period.

2 We want somebody that understands Jackson County
3 and has the expertise to do that.

4 MS. TEASLEY: And how are they familiar with
5 Jackson County?

6 MR. JUMPER: Well, they have been working in
7 Jackson County.

8 MS. TEASLEY: In a piece of Jackson County?

9 MR. JUMPER: Yes.

10 Well, in order to roll out PR, you have to
11 understand your market. And they understand more than
12 just Jackson County, they understand how Jackson County
13 relates to other parts of the area too, so.

14 MR. FERNANDEZ: Who have they worked for in
15 Jackson County?

16 MS. TEASLEY: Yes, who?

17 MR. MEADS: Well, they have worked for us for
18 eight years. And they have done cooperative travel
19 writing exposure through the Cashiers Chamber and
20 through the Jackson County Chamber for those eight
21 years.

22 MS. SPIRO: They had a media mission trip I
23 believe that was in Atlanta that we participated in
24 this last year. And they had desk-side visits with
25 travel writers and represented us through that. And we

1 generated some great articles and publicity through
2 that mission.

3 So they are very familiar with Jackson County.
4 And of course we would share with them as well as with
5 the Brandon Agency or anyone else all of our photos.
6 We have a very good library of images from Jackson
7 County throughout the whole county. We are certainly
8 willing to share those with that agency or with anyone.

9 MS. TEASLEY: So they have had articles about the
10 whole of Jackson County --

11 MS. SPIRO: They have.

12 MS. TEASLEY: -- not just --

13 MS. SPIRO: They have, absolutely. Yes.

14 MR. FERNANDEZ: It was my understanding that the
15 Brandon Agency or whatever agencies would be able to do
16 all of these items in house. Is that not correct, that
17 they can't or are we --

18 MR. JUMPER: They could do it in house.

19 But again, we are looking for a balance.

20 Brandon admittedly has less understanding of
21 Jackson than Pineapple. And like I say, this is a
22 bridge marketing proposal. So we want to be on the
23 ground as fast as possible.

24 So I think with the interaction of the three, and
25 Brandon leading as our marketing strategy planner, I

1 think that is the best mix.

2 MR. PETERKIN: The other gal for Insight lives
3 right here in Sylva; right?

4 MS. SPIRO: She does.

5 And she also happens to be a landscape
6 photographer. And so it is very helpful to us to have
7 somebody that is physically here and capable of getting
8 out and taking great photographs, posting those
9 immediately through Instagram and Facebook. And that
10 is very, very valuable, very valuable.

11 MR. JUMPER: Right.

12 MS. TEASLEY: Can I say one more thing?

13 MR. JUMPER: Sure.

14 MS. TEASLEY: I think -- This is my own personal
15 opinion -- that one house is going to be better
16 coordinated.

17 I know when you buy print matter you then also
18 contract sometimes for the article. And so if we have
19 Pineapple trying to get the article, but we have
20 somebody else arranging for the ads and such, we are
21 going to have a less effective campaign than we would
22 with it all under Brandon.

23 I agree that this separate local person for the
24 Facebook and Pinterest and all the other, LinkedIn,
25 that is very wise to have somebody right here on the

1 spot, day in, day out.

2 But it would seem to me for a cohesive,
3 well-integrated plan, it ought to be one vision, not
4 two visions, and not these people with the money to buy
5 the ad and these people begging for an article. Those
6 two things go together. They should be under the
7 same --

8 MR. JUMPER: And I would agree. But in my
9 experience, two or three or four agencies can work
10 together as long you have a head. And the head is
11 not -- The head is not even going to be Brandon, it is
12 going to be the TDA.

13 The TDA will direct Brandon. Brandon will be the
14 umbrella agency that helps -- For example, if they do
15 have a need for an article they'll be working with
16 Pineapple to make that happen. So it is not like they
17 can't work together.

18 MS. TEASLEY: It is not the most efficient use of
19 our funds that way.

20 MR. JUMPER: I disagree with that. Because right
21 now we are at a disadvantage with Brandon not having
22 the Jackson County experience.

23 MS. GREEN: And I think that that is something
24 when these five months are up we'll be better able to
25 evaluate it --

1 MR. JUMPER: Exactly. This is a bridge.

2 MS. GREEN: -- if they have been able to work
3 together.

4 MR. JUMPER: This is a bridge.

5 MS. GREEN: It's a bridge.

6 MR. JUMPER: And I will agree with you that I
7 would like to see a competent, overall agency, one that
8 would handle everything. But I would like to see more
9 of the field than just two or three agencies.

10 Yes?

11 MR. LUKER: I want to say a couple of things on
12 it. And I apologize for having to step out, let me say
13 that, but I have an emergency that is going on. And
14 when it deals with dollars, it hurts my pocket so --

15 I agree with Merrily, and Ken spoke on it lightly.
16 We had a lot of discussion within this Board about
17 that. And we had talked about getting away from trying
18 to get over the piecemeal and everything.

19 I do agree with you that I don't think Brandon
20 Agency has that piece that Pineapple has. But I would
21 almost rather see it that we say okay, Brandon Agency,
22 you need to find a way to work with this group and we
23 have got one company that is accountable to us. And
24 that is -- We can hold their feet to the fire and say
25 "Here is where we are going. This is the direction we

1 want to be."

2 And I felt like that is where we had circled
3 around to and finally got the wagon circled around and
4 got to there last month when we finally got that from
5 them.

6 And if I missed a point on too on the -- on having
7 a website, I don't know if you touched on that yet, but
8 I think in talking to Manager Wooten over the last
9 couple of weeks or whatever at different times, I want
10 to make sure we touch on that at some point during this
11 part of it.

12 MR. JUMPER: Sure.

13 MR. LUKER: But that is just my opinion. I see
14 what --

15 And I have done several different kinds of
16 piecemeals, but I think, and it is just my opinion, at
17 where we are at and where we have come, that in order
18 to get to where we need to be, for a while we need to
19 have one firm that is totally accountable to us, but to
20 say we -- And you can put that caveat in there, we want
21 you to make sure that you are in bed with Pineapple
22 because they know Jackson County.

23 MS. GREEN: There is no reason Brandon can't
24 contract with Pineapple --

25 MR. LUKER: Right.

1 MS. GREEN: -- so that there is one there.

2 MR. LUKER: That's correct.

3 MS. GREEN: And again I think that five-month
4 period between now and I guess in May is when you'll
5 present a budget to the commissioners and let us know
6 what you are proposing to do, but there will be time to
7 see what is going on.

8 MR. LUKER: And if not you will always -- I don't
9 care where you get it, I said it too many times, you
10 will, "Well, why haven't you got this done?"

11 MS. GREEN: Yes.

12 MR. LUKER: "Well, I'm waiting on them."

13 "Well, I didn't really know what they wanted."

14 There is always a blame game there.

15 MR. FERNANDEZ: At the end of the bridge who is
16 going to be accountable.

17 MR. LUKER: The road is divided. At the end of
18 the bridge the road is divided any way you look at it.

19 MR. FERNANDEZ: I feel like we are almost setting
20 them up for failure in a way if they can -- you know,
21 or we can't truly measure how well they have done.

22 MS. SPIRO: I think that might be the purpose of
23 the summit, of bringing everyone together if you are
24 going to look at working with three different groups.

25 They can be very compatible and complimentary to

1 each other. You could have a very strong team there
2 because they each have different strengths that they
3 bring to the table. And I think you can really put
4 that triangle together with the TDA in the middle
5 working with all three.

6 MR. MEADS: I think what is a little unfair is
7 that you have not seen the proposal from Pineapple. It
8 is increasingly in depth and it is very specific about
9 the travel writers and when they are meeting them and
10 when they are having their desk-side stories and what
11 storylines are going to them and that kind of stuff.
12 It is a lot deeper than any other proposal that we have
13 had on the table.

14 I think this is the right step to go. As far as
15 accountability goes, that PR firm will turn in to us on
16 a monthly basis what their return on investment is. It
17 is not a big number, but it is going to be probably a
18 hundred times what we put into it. So the
19 accountability is going to be there.

20 And all they are doing or what they say that they
21 are going to do is basically build the foundation with
22 which to have a good PR presence. There is a lot of
23 infrastructure that has to go into place with
24 photography, storylines, story ideas, and all that kind
25 of stuff. Somebody has to put it together.

1 Pardon?

2 MS. TEASLEY: May we see that?

3 MR. LUKER: Here is the whole heartburn I still
4 have with it, is that here we are going to go -- I
5 thought our idea when we left the December meeting was
6 to come here today and finally get something on the
7 ground and moving. Now here we are going to go into
8 another summit.

9 We are going into another direction. And we still
10 don't have anything in place. And we are going to keep
11 shopping around and we are going to end up missing
12 another year.

13 And we need to give Brandon or whoever we decided
14 on and what we are going to do a finalization and say
15 we have got to get going with this.

16 MR. JUMPER: That is the intent of the move.

17 If you want to alter the move there is a procedure
18 for that. So if you want to make a motion to amend,
19 then do so.

20 MR. PETERKIN: I think that what you need to think
21 about, Mick, is do you want results this year
22 immediately or not. If you don't -- If you want them
23 now, this is the way to go. These guys are familiar
24 with the county and are in position. If you want it to
25 be delayed we go with Brandon for everything.

1 MR. MEADS: Insight doesn't have a ramp-up.
2 Pineapple doesn't have a ramp up. Brandon has a
3 serious ramp up. And we are giving Brandon the benefit
4 of the doubt to be the lead force in the development
5 and the creative and all that other kind of stuff.

6 What we are trying to do is to make sure that we
7 have as many of these other holes plugged with people
8 that know who we are, what we are doing, and what we
9 are all about so that we don't lose steam and give them
10 an opportunity.

11 And I suspect after about five months of this we
12 are going to be sitting here saying we have the best
13 combination that we could have put together.

14 MR. LUKER: So, Brien, are you saying that with --
15 If we -- by having a two-horse buggy here, that --

16 MR. PETERKIN: Three.

17 MR. LUKER: Well, it just gets muddier then.

18 But with that that if you have the Brandon Agency,
19 top dog in accountability, and then they come off to
20 Pineapple and to your other one, that that is worse off
21 than putting them --

22 MR. PETERKIN: As long as Insight and Pineapple
23 are involved, I'm fine. It was the other one. The
24 Brandon Agency is from Myrtle Beach. They are going to
25 do a great job. They are going to give you what we all

1 know.

2 This is a new area for them. And I think you need
3 to count a little bit more on Pineapple and Insight
4 because you used them. And you know that they are on
5 the ground and they are working here and they are
6 living here.

7 PR, you have to line it up. So they are in
8 position to get us 40 writeups or something like that
9 between now and the end of the fiscal year.

10 They are in position. And, I mean, in my company,
11 I break it up. I have four different companies and I
12 put everybody together because different people have
13 different expertises.

14 I think we will do better by having the three.
15 Now, can Brandon hire those guys? I don't know. I
16 don't know how that works.

17 MR. JUMPER: Well, see, that's -- They could. But
18 we are trying to expedite. And again we are trying to
19 keep from having a learning curve. And we are also
20 trying to keep from not having the expertise that we
21 want. So this is our best merge of those two needs and
22 desires.

23 MR. MEADS: The head of the horse, Mickey -- And I
24 may have misunderstood you. But I think the head of
25 the horse is not Brandon. The head of the horse is the

1 TDA. And that head has to talk to its other parts of
2 the body and say, "This is how we want you to move
3 forward and this is what we expect from you." And then
4 we evaluate after that.

5 MR. LUKER: But my caveat to that is that this TDA
6 cannot be in a day-to-day accountability that -- There
7 is -- I mean, if you have the time for it, I am glad,
8 that is perfect. But to me that seems like that is the
9 reason more that you would have the Brandon Agency:
10 That would hold their feet to the fire and say this
11 board is holding our feet to the fire, is my thoughts.
12 That is --

13 I mean, it just seems like we are -- We have
14 come -- We worked all year trying to get this together
15 and get there through with Debbie Haller and getting
16 this PR work that she has done and bringing all of this
17 together, and now of a sudden we have started
18 backtracking on that.

19 MR. JUMPER: No.

20 MR. MEADS: No. It has not been all of a sudden.
21 We haven't had a PR person for seven months.

22 MR. LUKER: Who is saying no down there? Because
23 I want to hear why in just a minute.

24 MS. TEASLEY: Hand up the --

25 MR. LUKER: But I want to -- We had said at our

1 last meeting that we were trying to get away from the
2 piecemeal stuff and come up with one plan.

3 MR. JUMPER: There is one plan.

4 MS. TEASLEY: Having looked over very briefly that
5 proposal, it looks like there is nothing going to
6 happen immediately anyway. They are going to have to
7 do their homework. They are saying draft some stories,
8 do this, do that in January and February. So nothing.
9 And then in March they are going to meet with people.

10 There is nothing that they are going to do that
11 Brandon couldn't do and probably would do better since
12 they have already got the contract, or if we vote for
13 them they have got the contract, to deal with the print
14 media. At the same time dealing with print media, at
15 least it has been my experience when you are buying an
16 ad in a publication, that is when you talk about the
17 stories.

18 So it makes no sense for Brandon to have
19 the authority to go make those appointments for the
20 print media advertising and not also be proposing the
21 stories.

22 This has got a learning curve of two months and it
23 looks like three.

24 MR. MEADS: No. They have got -- And it sounds
25 like I'm defending Pineapple here, I am not.

1 MS. TEASLEY: It does sound like that.

2 MR. MEADS: I am just saying that they have
3 already got appointments with travel writers in
4 February.

5 MS. SPIRO: Yes, they do.

6 MR. MEADS: They have already got set
7 appointments. The story ideas are 80 percent done.

8 MS. TEASLEY: It doesn't say they are contracted
9 to meet with them.

10 MS. SPIRO: I think that is in this.

11 MR. LUKER: Let me say, I don't think that -- I'm
12 not saying that I don't think that you or Robert or
13 whoever don't have some good points. I just feel like
14 personally myself, you know, the process we had done,
15 where we were going is that we were trying to get to
16 one accountable agency. And that is the reason we went
17 out on the whole bid process in doing that. And now
18 then all of a sudden we are trying to break pieces of
19 the puzzle off.

20 And I'm not saying they couldn't do a good job. I
21 am not saying that. I am just saying that it seems
22 like that all of a sudden we lost vision of our track
23 where we are going on.

24 MS. TEASLEY: One overall plan well executed is
25 going to be far better than all these little pieces.

1 And I would like to move that we hire the Brandon
2 Agency as our agency both for PR and the other print
3 media, but that we maintain our local social media for
4 Insight. And I would like to amend your motion, if I
5 may.

6 MR. JUMPER: All right. Is there any other
7 discussion?

8 MS. TEASLEY: I think you need a second.

9 MR. FERNANDEZ: I second.

10 MR. JUMPER: Is there any other discussion?

11 MR. LUKER: No.

12 MR. JUMPER: We vote the amendment first. All in
13 favor or Merry's motion?

14 MS. TEASLEY: Merrily.

15 MR. JUMPER: Merrily. Sorry, Merrily -- Say aye.
16 I couldn't get that.

17 Raise your hand if you are for that amendment.

18 One, two, three, four.

19 All right. All opposed?

20 One, two, three, four, five, six. Okay. Seven.

21 All right. Do we have that many voting members
22 here today? I think we have 11.

23 MS. SPIRO: I think so.

24 MR. JUMPER: One, two, three, four, five, six,
25 seven, eight, nine, ten, eleven, twelve.

1 COURT REPORTER: Since this is important, if you
2 would, yeas and nays state your name. It is very hard
3 for me to see your hand.

4 MR. JUMPER: Okay. Let's go back and do for.
5 State your name.

6 MS. STOCKTON: Julie Stockton.

7 MR. FERNANDEZ: Ken Fernandez.

8 MS. TEASLEY: (Indicating.)

9 MR. JUMPER: And against?

10 Let's start this way and come around that way
11 (indicating.)

12 MR. MEADS: Clifford.

13 MS. FAULKNER: Ashley Faulkner.

14 MR. DEWES: (Indicating.)

15 MR. JUMPER: I am against.

16 That is six to four against. So that kills that.

17 Now we vote on --

18 MR. LUKER: Somebody didn't vote.

19 MS. SPIRO: You forgot Mr. Meads' vote.

20 MR. JUMPER: I will count again.

21 MS. GREEN: Count them. Debra threw hers in.

22 MR. JUMPER: (Complies.) So I have six to four.

23 Now we vote on the original motion which is to
24 hire all three.

25 All those for, raise your hand.

1 MR. DEWES: Hire all three for the bridge?

2 MR. JUMPER: Yes, for the five months, for the
3 five-month bridge.

4 MS. STOCKTON: (Indicating.)

5 MR. FERNANDEZ: (Indicating.)

6 MS. TEASLEY: (Indicating.)

7 MR. JUMPER: Against?

8 That motion passes.

9 So thank you very much. I know that is tough and
10 I know we have some disagreement, but we are all trying
11 to do the same thing.

12 MS. STOCKTON: It is just a bridge; right?

13 MR. JUMPER: It is just a bridge.

14 MS. STOCKTON: So if it doesn't work it can be
15 tweaked.

16 MR. JUMPER: Exactly. And that is what we will be
17 evaluating.

18 MR. MEADS: All the contracts -- Although we
19 haven't had one yet with Brandon, but the contracts
20 that we talked about with Insight and with Pineapple,
21 those are a 30-day clause.

22 MR. JUMPER: The next item on the agenda --
23 I'm sorry, did you have a comment?

24 MS. GREEN: Yes. And I think it is mostly
25 relevant.

1 At that meeting in December I thought I should ask
2 someone for continuing ED credits for the presentation
3 that Brandon did. I thought it was thorough, it was to
4 the point about Jackson County. I stayed awake, which
5 can be unusual in situations like that.

6 And I don't see -- I think we would all have had
7 to have been in that executive committee where you all
8 came up with this recommendation to fully understand
9 what it means for it to be a bridge until the first of
10 July.

11 MR. JUMPER: Okay.

12 MR. PETERKIN: One of the things, while we are
13 making comments, Mickey made a very good point at the
14 end of the last meeting that, hey, we need to get this
15 rolling.

16 MS. TEASLEY: Yes.

17 MR. PETERKIN: And this gets it rolling. And just
18 when Merrily said five-and-a-half months reevaluate and
19 see how we are doing.

20 Clifford, you need to report to us each month what
21 is happening. Either way we can see and make some
22 definite decisions, but this gets us to move.

23 MR. LUKER: Clifford said there is a 30-day out on
24 those. So back to that. The contracts will only be
25 for a five-month period?

1 MR. MEADS: That's correct.

2 MS. SPIRO: Yes.

3 MR. MEADS: That is correct.

4 MR. DEWES: The comment that the only thing that
5 we have here is we have such a great opportunity in the
6 next five months to acquire all the local knowledge, to
7 pull all of this into the components that are going to
8 be brought forward for next year. If we snip that
9 right now, we -- we cancel out a plethora of local
10 information that is available to us.

11 So, you know, I agree with you, Mickey. I want to
12 get it on and be right there and everything else. But
13 let's not lose this window to pull all this potential
14 knowledge into our equation that we are going to have
15 as we move it forward.

16 MR. JUMPER: Well said. Well said.

17 The next item on the agenda is the election of a
18 vice chair. I think the ordinance says we will elect a
19 vice chair, so we will elect a vice chair.

20 MR. LUKER: I would like to make a motion for
21 nomination of Brien Peterkin for vice chair.

22 MR. JUMPER: Brien. All right.

23 MR. FERNANDEZ: I second that.

24 MR. JUMPER: Any other nominations for vice?

25 MR. LUKER: Let me back it up and say that, Brien,

1 the reason for my thing is you have been in this from
2 the beginning since we started it. You --

3 I mean, it amazes me the time that you put -- And
4 I put this with Darlene who you say does 99 percent,
5 Darlene. But at the same time you do your homework.
6 You are always very, very thorough. And I respect your
7 knowledge and your mentoring that you have here in this
8 Board and your business values that you have portrayed
9 upon us. That is the reason.

10 (Applaud.)

11 MR. PETERKIN: Thank you.

12 MR. JUMPER: So all in favor of Brien becoming our
13 vice chair, would you raise your hand?

14 ALL MEMBERS: (Indicating.)

15 MR. JUMPER: Any opposed?

16 Thank you very much.

17 Thank you, Brien. You are willing to serve, I
18 assume?

19 MR. PETERKIN: Yes.

20 MR. DEWES: You better stay healthy for another
21 year or whatever.

22 MR. JUMPER: I am so happy with you all. You are
23 staying on schedule. It is just great.

24 Any announcements from any Board members? Would
25 any Board member like to speak with regard to any

1 announcements?

2 Okay. We have one person on the public comments.
3 George, if you would like to speak now, this is
4 your opportunity.

5 UNIDENTIFIED SPEAKER: Just a recommendation, if I
6 can make one, for people that are interested enough to
7 come, and I don't want to see a lot of expense, but if
8 you had a handout of everything that is going to be
9 passed out at the meeting for the public to share to
10 look at. I mean, it is kind of hard by osmosis to get
11 that.

12 Just everybody that is presenting something, if
13 they had one extra xerox copy, I think the public would
14 appreciate that.

15 I didn't hear --

16 Can I ask three questions?

17 MR. JUMPER: You can ask. The Board may or may
18 not answer you. So you go right ahead.

19 GEORGE: I didn't hear anything about the website.
20 Is that something that will come up in the future?

21 MR. JUMPER: And thank you for that.

22 We do need to just briefly touch on that.

23 There was much made of the Brandon proposal for a
24 website. We definitely do need some website overhaul.
25 It is very expensive to do an overhaul, but there are

1 some -- Brandon has some stopgap measures as far as
2 merging and linking and getting some unity into the
3 system in this five month period --

4 MR. MEADS: A landing page.

5 MR. JUMPER: Yes, a landing page that will help us
6 with that. Long-term, yes, overhaul.

7 But we have to be prudent in our pursuit of that.
8 We have to have it look good. We have to have it
9 functional.

10 And if you have been on the Obama Care website,
11 you know what I'm talking about.

12 Just a joke. Just a joke.

13 We do want to make sure that we make the right
14 steps. And that is the whole purpose in having these
15 three agencies at this time for the bridge, five
16 months, that is it, and then moving forward. Who
17 knows, maybe with a single agency if that makes sense
18 to us. Or maybe we may find out after the five months
19 is over that this is super, this is working.

20 We just need -- We need more information than what
21 we have to make that kind of decision. We made a good,
22 prudent decision.

23 MR. DEWES: We sort of missed this year. Building
24 a website is a multi, multi -- So we figured let's get
25 through the five months. Let's get everyone involved

1 and ready to start.

2 If you have ever done it, it is a big deal.

3 GEORGE: Second question. I may have
4 misunderstood. But in hearing the Brandon
5 presentation, they were talking about doing what
6 Pineapple is doing.

7 What are they going to be doing for that \$20,000
8 since they are not doing what Pineapple is doing?

9 As I understood, there was a hundred thousand
10 dollar proposal that included what Pineapple is doing.
11 Now, if Pineapple is doing that for \$20,000, doesn't
12 that leave \$20,000 left to do something else with the
13 Brandon proposal, or am I --

14 MR. JUMPER: George --

15 Can I field that for you guys?

16 Potentially, yes. It depends on what additional
17 work we may want to have done. And it may roll --
18 those dollars may roll into creative.

19 But Clifford will be now, since we have Board
20 approval, negotiating the contract and will be
21 adjusting those numbers accordingly so they fit in with
22 the budget.

23 So that will be addressed.

24 GEORGE: Thank you for letting me ask the
25 question.

1 MR. MEADS: George, this bridge with Brandon is
2 very different than what you saw presented to us as far
3 as -- in size and in scope because of the PR component,
4 number one, and because of, you know, the landing page
5 and some advertisement duplications, that kind of
6 thing.

7 And we have gotten two other proposals from them.
8 We talked about that at the executive committee and we
9 have got it honed down to where it fits within our
10 budget.

11 Their scope is very targeted. And we will be
12 monitoring what they are doing and how well they are
13 doing it. And they are getting their sea legs, so I
14 think we are in good shape.

15 UNIDENTIFIED SPEAKER: Why am I surprised you did
16 your homework?

17 MR. JUMPER: You have a third question, George?

18 UNIDENTIFIED SPEAKER: No, that was it.

19 MR. JUMPER: Are you good? Okay.

20 Merrily.

21 MS. TEASLEY: I have a quick question.

22 With Brandon, when they are contacting the print
23 and the other media that they are going to be involved
24 with, are they prohibited from trying also to get PR?

25 MR. JUMPER: No.

1 MS. TEASLEY: Okay. I'm okay then.

2 MR. JUMPER: No, not at all.

3 MS. TEASLEY: So they have a free reign with
4 whomever they are working with?

5 MS. SPIRO: Yes.

6 MR. MEADS: These folks have to integrate with
7 each other. And if Pineapple comes across something,
8 they are going to let Brandon know so they can either
9 jump on it or whatever it may be. And vice versa. As
10 well as Mary Anne with the social -- I mean, it has got
11 to work together. Which the chemistry is really good,
12 I think.

13 MR. FERNANDEZ: Can we attend that summit?

14 MR. MEADS: Absolutely.

15 MR. JUMPER: It will be open to whoever wants to
16 be there.

17 MR. MEADS: Absolutely.

18 MR. JUMPER: Last with regard to -- before we
19 adjourn -- And I didn't bring my sheet.

20 MS. SPIRO: I did.

21 MR. JUMPER: You did? Julie, great.

22 The meeting schedule, we have run it out through
23 the rest of the year. At least Julie has plugged in
24 the dates.

25 And we will be meeting here for the duration of

1 however long that I happen to be here.

2 MS. SPIRO: And I did not make copies because you
3 did not tell me to do that.

4 MR. JUMPER: I'm sorry.

5 MS. SPIRO: So I did not.

6 But here it is. And I will make copies.

7 MS. GREEN: You can email it out.

8 MS. SPIRO: Yes.

9 MR. JUMPER: We can roll this out on email.

10 And it has our dates. And, you know, they may
11 shift based on weather or whatever else. But this is a
12 geographic center, guys. And it is the easiest for all
13 of us to get to on a regular basis. It is the same
14 amount of time for everybody. So I felt like it would
15 be appropriate for us to meet here.

16 MR. FERNANDEZ: Not for Mickey.

17 MR. LUKER: I like it. But I will say that I will
18 miss my trips to Cashiers. I enjoy getting to go there
19 and taking time to eat at a local eatery there.

20 MR. JUMPER: There are plenty of reasons to go to
21 Cashiers.

22 MR. LUKER: I still will say that.

23 MS. TEASLEY: I should have put that rooster up
24 last time.

25 MR. JUMPER: I thank you all so much for your

1 time. I appreciate the work that you do here. Even if
2 we have varying and differing opinions, we are all
3 working towards the same goal. And that is exciting.
4 We are doing some exciting work.

5 MR. LUKER: I would say with that caveat, though,
6 a moment ago, that I would love to have a meeting in
7 Cherokee as well as I would in Cashiers.

8 MR. JUMPER: Oh, yeah; that wouldn't hurt.

9 MS. GREEN: Chairman, I believe you will be coming
10 to the commissioner's retreat, is that correct, on the
11 21st --

12 MR. JUMPER: I sure will.

13 MS. GREEN: -- and update us on some of the good
14 things that have been happening here?

15 MR. JUMPER: Absolutely.

16 MS. GREEN: I look forward to it.

17 MR. JUMPER: Absolutely.

18 MS. GREEN: And Rich will also be up there.

19 MR. PRICE: Yes, I will.

20 MR. JUMPER: Motion to adjourn?

21 MR. FERNANDEZ: Motion to adjourn.

22 Thank you all.

23

24 (These proceedings were concluded.)

25

CERTIFICATE

STATE OF NORTH CAROLINA)

COUNTY OF MCDOWELL)

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

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

DATE: January 27, 2014

LAURIE COMBS DELOACH

	32:16;39:16	52:6	April (2) 8:24;19:3	19:12
\$	acquire (1) 44:6	agree (6) 28:23;29:8;30:6, 15,19;44:11	area (3) 17:15;26:13;36:2	Based (6) 4:19;6:24;16:6; 22:3,19;51:11
\$10,000 (2) 24:1,25	across (1) 50:7	ahead (5) 3:3;6:22;7:6;10:9; 46:18	Arizona (1) 8:2	bases (1) 13:16
\$100,000 (1) 24:24	action (2) 11:21;21:1	Alex (1) 15:4	around (6) 17:23;19:19;31:3, 3;34:11;41:10	basically (4) 7:13;15:7,16; 33:21
\$111,000 (1) 23:19	activate (1) 16:15	Alex's (1) 15:16	arranging (1) 28:20	basis (2) 33:16;51:13
\$12,000 (1) 24:25	actually (1) 3:7	allow (1) 21:16	article (4) 28:18,19;29:5,15	Beach (1) 35:24
\$20,000 (3) 48:7,11,12	ad (2) 29:5;38:16	almost (2) 30:21;32:19	articles (4) 24:11,12;27:1,9	becoming (1) 45:12
\$202,607 (1) 6:5	add (4) 13:1;15:12,23; 17:6	along (1) 16:20	Ashley (1) 41:13	bed (1) 31:21
\$208,408 (1) 5:12	addition (1) 16:5	alter (1) 34:17	assess (1) 21:25	Beer (1) 19:2
\$230 (1) 4:15	additional (3) 18:9;21:25;48:16	Although (1) 42:18	assistance (1) 10:19	begging (1) 29:5
\$26,443 (1) 6:4	addressed (1) 48:23	always (3) 32:8,14;45:6	Associates (2) 14:9,17	beginning (1) 45:2
\$28,000 (1) 23:25	adds (1) 5:25	amazes (1) 45:3	assume (1) 45:18	behalf (1) 9:17
\$30,000 (1) 5:16	adjourn (3) 50:19;52:20,21	amend (2) 34:18;40:4	Atlanta (1) 26:23	behind (1) 16:16
\$314,000 (1) 6:6	adjusting (1) 48:21	amendment (2) 40:12,17	attend (2) 19:17;50:13	below (1) 6:10
\$40,743.85 (1) 4:15	admit (1) 14:20	amount (2) 23:12;51:14	attention (1) 17:2	bench (1) 22:2
\$444,228 (1) 4:16	admittedly (1) 27:20	amounts (1) 22:21	authority (2) 18:12;38:19	benefit (2) 25:25;35:3
\$544,992 (1) 5:10	adopted (1) 8:25	ample (1) 21:10	available (1) 44:10	best (4) 10:8;28:1;35:12; 36:21
\$65,000 (1) 25:3	ads (3) 6:8;24:17;28:20	analytics (1) 18:10	awake (1) 43:4	better (10) 12:12;20:4;21:17; 22:2;28:15;29:24; 36:14;38:11;39:25; 45:20
A	advertisement (1) 49:5	Anne (1) 50:10	aware (3) 10:10;15:3;25:14	beyond (1) 10:15
AAA (1) 24:17	advertisements (1) 24:13	announcement (1) 20:6	away (3) 15:12;30:17;38:1	bid (1) 39:17
able (5) 3:13;17:4;27:15; 29:24;30:2	advertising (1) 38:20	announcements (2) 45:24;46:1	Awesome (5) 4:22,25;6:3,3;9:5	big (3) 13:19;33:17;48:2
above (1) 5:4	advisory (1) 13:15	apologize (1) 30:12	awful (1) 8:5	bit (3) 4:13;18:24;36:3
absent (1) 19:25	Again (5) 21:3;27:19;32:3; 36:18;41:20	Apparently (1) 5:7	Aye (4) 4:6;9:10,11;40:15	blame (1) 32:14
absolutely (5) 27:13;50:14,17; 52:15,17	against (5) 12:11;41:9,15,16; 42:7	Applaud (1) 45:10	B	Board (21) 3:17;6:16;10:24, 25;11:25;13:7; 15:11;17:5;19:25; 21:14;22:21,22; 23:12;25:23;30:16; 37:11;45:8,24,25; 46:17;48:19
accommodations (2) 20:11,15	agencies (6) 10:17,23;27:15; 29:9;30:9;47:15	appointments (3) 38:19;39:3,7	back (12) 7:6;8:20;14:21; 16:11;18:10;20:15; 21:15;22:13;23:21; 41:4;43:24;44:25	body (1) 37:2
accomodation (1) 19:18	Agency (18) 10:23;11:1,3;21:9; 27:5,8,15;29:14; 30:7,20,21;35:18,24; 37:9;39:16;40:2,2; 47:17	appreciate (2) 46:14;52:1	backtracking (1) 37:18	both (1) 40:2
accordingly (1) 48:21	agenda (5) 3:15,24;4:2;42:22; 44:17	approach (1) 6:19	bags (1) 20:14	
account (2) 14:14;23:25	ago (1)	appropriate (1) 51:15	balance (7) 5:10;8:15,16; 10:13,16,22;27:19	
accountability (4) 33:15,19;35:19; 37:6		approval (2) 3:16;48:20	banquet (1)	
accountable (4) 30:23;31:19;		approve (4) 3:23;4:2;8:19;9:6		
		approved (1) 8:24		

<p>brand (3) 20:7;21:20,20</p> <p>Brandon (41) 10:23;11:1;21:9; 22:7;23:21;24:17,24; 25:14;27:5,15,20,25; 28:22;29:11,13,13, 21:30;19,21;31:23; 34:13,25;35:2,3,18, 24:36;15,25;37:9; 38:11,18;40:1;42:19; 43:3;46:23;47:1; 48:4,13;49:1,22;50:8</p> <p>break (2) 36:11;39:18</p> <p>breakdown (2) 6:12;7:10</p> <p>breweries (2) 19:4,5</p> <p>bridge (14) 22:5;27:22;30:1,4, 5;32:15,18;42:1,3, 12,13;43:9;47:15; 49:1</p> <p>briefly (2) 38:4;46:22</p> <p>Brien (9) 4:11;8:12;21:4; 35:14;44:21,22,25; 45:12,17</p> <p>bring (4) 16:7,18;33:3; 50:19</p> <p>bringing (3) 10:11;32:23;37:16</p> <p>brought (2) 20:12;44:8</p> <p>budget (15) 4:17;6:7;8:17,18, 23;9:2;21:16;24:7,7, 9;25:1,9;32:5;48:22; 49:10</p> <p>budgeted (1) 23:12</p> <p>buggy (1) 35:15</p> <p>build (1) 33:21</p> <p>building (2) 25:19;47:23</p> <p>business (3) 20:9;21:2;45:8</p> <p>buy (2) 28:17;29:4</p> <p>buying (1) 38:15</p> <p>bylaws (3) 15:6,8,13</p>	<p>calls (1) 3:12</p> <p>came (4) 4:11;10:22;23:21; 43:8</p> <p>campaign (2) 11:18;28:21</p> <p>campgrounds (1) 7:12</p> <p>Can (36) 4:3;7:10,24,25; 8:24;9:6;12:22; 13:11;14:5;15:2,11, 12,18;17:6,23;20:18; 22:1;28:12;29:9; 30:24;31:20;32:20, 25;33:3;36:15; 42:14;43:5,21;46:6, 16,17;48:15;50:8,13; 51:7,9</p> <p>cancel (1) 44:9</p> <p>capable (1) 28:7</p> <p>capturing (1) 6:10</p> <p>care (2) 32:9;47:10</p> <p>carefully (1) 13:23</p> <p>Carolina (1) 19:2</p> <p>case (1) 14:22</p> <p>cash (3) 5:10;8:15,16</p> <p>Cashiers (7) 16:21;17:14,22; 26:19;51:18,21;52:7</p> <p>categories (1) 6:12</p> <p>category (1) 7:11</p> <p>caveat (3) 31:20;37:5;52:5</p> <p>CEDS (4) 11:24,25;12:17,19</p> <p>celebrated (1) 5:20</p> <p>celebrating (1) 19:22</p> <p>Center (5) 18:6,16;19:12,13; 51:12</p> <p>certain (2) 18:11;23:12</p> <p>certainly (6) 13:10,14,25;19:19; 20:1;27:7</p> <p>cetera (2) 13:16,24</p> <p>chair (6) 12:17;44:18,19,19,</p>	<p>21;45:13</p> <p>Chairman (1) 52:9</p> <p>chairs (1) 10:7</p> <p>Chamber (5) 17:15;19:16,21; 26:19,20</p> <p>Chambers (1) 5:25</p> <p>chance (2) 3:7;9:25</p> <p>change (2) 23:18;25:11</p> <p>charge (1) 7:19</p> <p>chart (1) 6:20</p> <p>chemistry (1) 50:11</p> <p>Cherokee (1) 52:7</p> <p>choose (2) 22:2,4</p> <p>circled (2) 31:2,3</p> <p>circumstances (1) 14:6</p> <p>clause (1) 42:21</p> <p>Clifford (9) 12:16;15:22;21:4; 22:11,15;41:12; 43:20,23;48:19</p> <p>cohesive (1) 29:2</p> <p>collected (3) 4:14;7:7,9</p> <p>collection (2) 3:21;4:16</p> <p>collections (2) 4:19;6:21</p> <p>combination (1) 35:13</p> <p>combined (1) 6:6</p> <p>combining (1) 15:17</p> <p>Comfort (2) 19:11,17</p> <p>coming (3) 7:11;18:16;52:9</p> <p>comment (2) 42:23;44:4</p> <p>comments (2) 43:13;46:2</p> <p>Commerce (1) 19:22</p> <p>commissioner (1) 14:22</p> <p>commissioners (3) 9:1;13:13;32:5</p> <p>commissioner's (1)</p>	<p>52:10</p> <p>commit (1) 9:16</p> <p>commitments (3) 23:15,17;25:12</p> <p>committee (9) 10:7;13:16;15:4, 15;16:1;19:1;21:4; 43:7;49:8</p> <p>committing (1) 25:6</p> <p>community (1) 8:16</p> <p>companies (1) 36:11</p> <p>company (2) 30:23;36:10</p> <p>compared (1) 5:11</p> <p>Comparing (2) 5:19;6:21</p> <p>comparison (1) 4:19</p> <p>compatible (1) 32:25</p> <p>competent (1) 30:7</p> <p>complicated (1) 21:5</p> <p>Complies (1) 41:22</p> <p>complimentary (1) 32:25</p> <p>component (2) 13:7;49:3</p> <p>components (1) 44:7</p> <p>Comprehensive (3) 12:1,8;14:13</p> <p>computed (1) 6:19</p> <p>concern (1) 21:11</p> <p>concluded (1) 52:24</p> <p>conclusion (1) 16:14</p> <p>conference (1) 19:14</p> <p>confirm (1) 3:6</p> <p>confusing (1) 7:1</p> <p>conjunction (1) 12:22</p> <p>consideration (1) 19:1</p> <p>considered (3) 7:16,17,18</p> <p>construction (1) 20:8</p> <p>contacting (1) 49:22</p>	<p>containment (1) 5:24</p> <p>continue (1) 22:9</p> <p>continuing (3) 17:16;19:3;43:2</p> <p>contract (6) 25:21;28:18; 31:24;38:12,13; 48:20</p> <p>contracted (1) 39:8</p> <p>contracts (3) 42:18,19;43:24</p> <p>conversations (1) 9:21</p> <p>cool (1) 5:8</p> <p>cooperative (1) 26:18</p> <p>coordinated (1) 28:16</p> <p>coordinator (1) 18:20</p> <p>copies (3) 3:17;51:2,6</p> <p>copy (2) 3:18;46:13</p> <p>cost (2) 5:24;22:14</p> <p>count (4) 18:5;36:3;41:20, 21</p> <p>counties (1) 14:18</p> <p>County (33) 9:18,23,25;10:14; 11:13;12:5,18;13:9; 14:1,10,15,25;18:6; 20:11,17;24:14; 25:25;26:2,5,7,8,12, 12,15,20;27:3,7,10; 29:22;31:22;34:24; 43:4</p> <p>couple (5) 8:4;15:24;19:4; 30:11;31:9</p> <p>course (1) 27:4</p> <p>COURT (1) 41:1</p> <p>cover (2) 23:23;24:6</p> <p>covered (4) 13:17;25:7,8,13</p> <p>covers (2) 4:14;6:8</p> <p>creative (5) 10:18;22:12; 24:20;35:5;48:18</p> <p>credits (1) 43:2</p> <p>critical (1)</p>
C				
<p>call (2) 3:4;21:2</p>				

13:5 curve (3) 16:16;36:19;38:22	10:7 developed (1) 14:9	dollar (2) 23:22;48:10	eleven (1) 40:25	executed (1) 39:24
D	Development (10) 9:23;12:1,13,23; 13:5,8;14:13;18:12; 24:20;35:4	dollars (2) 30:14;48:18	else (5) 27:5;28:20;44:12; 48:12;51:11	execution (1) 10:18
Darlene (8) 4:10;5:1;6:15; 7:12;8:8,10;45:4,5	DEWES (5) 41:14;42:1;44:4; 45:20;47:23	done (14) 10:20;11:14,15; 12:16;22:9;26:18; 31:15;32:10,21; 37:16;39:7,14;48:2, 17	email (2) 51:7,9	executionals (1) 10:4
date (5) 4:16;6:5,21;7:8; 19:1	difference (1) 6:23	doubt (1) 35:4	emergency (1) 30:13	executive (7) 16:1;21:4;22:20, 21;25:23;43:7;49:8
dates (2) 50:24;51:10	different (11) 6:12,18;19:5;31:9, 15;32:24;33:2;36:11, 12,13;49:2	down (5) 4:20;5:14;6:10; 37:22;49:9	encouraging (1) 12:20	exist (1) 21:15
day (3) 20:19;29:1,1	differing (1) 52:2	downtime (1) 13:23	encumbrances (2) 6:6,8	expand (1) 11:16
day-to-day (1) 37:6	digest (1) 17:11	draft (1) 38:7	end (7) 22:25;23:1;32:15, 17;34:11;36:9;43:14	expect (1) 37:3
deal (2) 38:13;48:2	digital (1) 3:17	driving (1) 8:4	enhance (2) 10:20;12:11	expected (1) 12:3
dealing (1) 38:14	dining (1) 20:14	uplications (1) 49:5	enjoy (1) 51:18	expedite (1) 36:18
deals (1) 30:14	direct (1) 29:13	duration (1) 50:25	enough (4) 5:20;23:22;24:5; 46:6	expense (1) 46:7
Debbie (1) 37:15	direction (5) 9:21;10:1;12:13; 30:25;34:9	during (2) 21:24;31:10	entertain (1) 17:12	expenses (4) 5:14;6:4,5;24:8
Debra (1) 41:21	directly (1) 12:17	E	entertaining (1) 11:21	expensive (1) 46:25
December (10) 3:16;4:14;5:10,11; 6:4,10;7:9;18:2; 34:5;43:1	disadvantage (1) 29:21	earlier (1) 5:5	enthusiasm (1) 10:2	experience (3) 29:9,22;38:15
decided (1) 34:13	disagree (1) 29:20	early (1) 23:25	equation (1) 44:14	experienced (1) 11:5
decision (2) 47:21,22	disagreement (1) 42:10	easier (1) 4:13	establish (1) 15:12	expertise (4) 10:14;22:3;26:3; 36:20
decisions (2) 22:3;43:22	disburse (1) 18:3	easiest (1) 51:12	et (2) 13:16,23	expertises (1) 36:13
deeper (1) 33:12	disbursed (1) 18:4	eat (1) 51:19	evaluate (2) 29:25;37:4	exposure (1) 26:19
defending (1) 38:25	discuss (1) 21:3	eatory (1) 51:19	evaluating (1) 42:17	extra (1) 46:13
definite (2) 8:14;43:22	discussed (4) 11:19;16:2,18; 25:23	echo (1) 13:19	even (5) 6:14;12:11;13:11; 29:11;52:1	F
definitely (1) 46:24	discussion (9) 3:20;11:20;13:2; 15:5;22:24;23:5; 30:16;40:7,10	Economic (7) 9:23;12:1,13,23; 13:5,8;14:13	event (6) 18:19,20;19:8,12, 16;20:2	Facebook (5) 11:17;18:10; 24:16;28:9,24
delayed (1) 34:25	discussions (1) 10:6	ED (1) 43:2	everybody (8) 3:10,11;6:2;7:4; 8:2;36:12;46:12; 51:14	fact (1) 18:21
depends (1) 48:16	divided (2) 32:17,18	EDs (1) 10:7	everyone (2) 32:23;47:25	failure (1) 32:20
depth (1) 33:8	Division (1) 19:9	effective (1) 28:21	evolved (1) 16:1	fall (2) 12:17;24:8
describes (1) 12:9	document (8) 12:5,8,14;13:18, 19;14:25;15:1;22:13	efficient (1) 29:18	exactly (3) 12:18;30:1;42:16	familiar (9) 10:25;11:4,6,13, 25;25:24;26:4;27:3; 34:23
design (1) 10:3	documents (3) 11:4;15:10,17	eight (3) 26:18,20;40:25	example (1) 29:14	familiarity (1) 10:14
desires (1) 36:22	dog (1) 35:19	Elect (2) 43:21;50:8	excited (3) 12:14,15;22:23	far (5) 13:22;33:14; 39:25;47:1;49:2
desk-side (2) 26:24;33:10		elect (2) 44:18,19	exciting (3) 12:21;52:3,4	fascinating (1) 14:25
details (1) 18:10		election (1) 44:17	Excuse (2) 14:7,13	fast (1) 27:23
determine (1)				

<p>FAULKNER (2) 41:13,13</p> <p>favor (4) 4:5;9:10;40:13; 45:12</p> <p>February (2) 38:8;39:4</p> <p>feel (3) 21:9;32:19;39:13</p> <p>feet (4) 21:18;30:24; 37:10,11</p> <p>felt (2) 31:2;51:14</p> <p>FERNANDEZ (18) 9:4;16:23;17:3,13, 18,20;26:14;27:14; 32:15,19;40:9;41:7, 7;42:5;44:23;50:13; 51:16;52:21</p> <p>Festival (1) 18:15</p> <p>few (3) 9:19;11:20;13:22</p> <p>field (2) 30:9;48:15</p> <p>fielded (1) 9:19</p> <p>figured (2) 8:15;47:24</p> <p>finalization (1) 34:14</p> <p>finally (4) 11:7;31:3,4;34:6</p> <p>finance (1) 15:19</p> <p>financial (3) 4:10;23:8,11</p> <p>find (3) 10:13;30:22;47:18</p> <p>fine (5) 3:13,25;4:9;24:7; 35:23</p> <p>finished (1) 20:23</p> <p>fire (3) 30:24;37:10,11</p> <p>firm (3) 11:3;31:19;33:15</p> <p>firms (5) 21:8,17,25;22:6,19</p> <p>First (5) 3:10,15;10:23; 40:12;43:9</p> <p>fiscal (6) 5:5;6:21;7:2,8; 23:1;36:9</p> <p>fishing (5) 18:4,15,23;20:13; 24:12</p> <p>fit (3) 21:11;25:20;48:21</p> <p>fitness (1)</p>	<p>19:13</p> <p>fits (3) 25:1,15;49:9</p> <p>five (14) 21:15,15,25;25:18; 29:24;35:11;40:20, 24;42:2;44:6;47:3, 15,18,25</p> <p>five-and-a-half (1) 43:18</p> <p>five-month (5) 22:25;26:1;32:3; 42:3;43:25</p> <p>fly (5) 18:4,15,22;20:13; 24:12</p> <p>Folks (3) 9:16;14:4;50:6</p> <p>following (1) 3:1</p> <p>foot (1) 10:8</p> <p>force (1) 35:4</p> <p>forgot (1) 41:19</p> <p>form (1) 10:12</p> <p>format (1) 12:7</p> <p>forth (1) 24:18</p> <p>forward (12) 10:3,8;14:4;16:15; 19:4;21:10,23;37:3; 44:8,15;47:16;52:16</p> <p>forwarded (1) 18:25</p> <p>found (1) 10:16</p> <p>foundation (2) 14:2;33:21</p> <p>four (7) 29:9;36:11;40:18, 20,24;41:16,22</p> <p>FOX (13) 4:11;5:4,9;6:4,20; 7:6,17,19,24;8:9; 15:21;25:3,8</p> <p>framework (1) 14:2</p> <p>free (1) 50:3</p> <p>front (1) 18:8</p> <p>full (2) 17:24;20:8</p> <p>fully (1) 43:8</p> <p>functional (1) 47:9</p> <p>funds (1) 29:19</p>	<p>further (1) 17:21</p> <p>future (1) 46:20</p> <p>FY15 (1) 22:1</p>	<p>13:15;18:24; 23:14;30:22</p> <p>groups (2) 24:10;32:24</p> <p>grow (1) 12:12</p> <p>growth (1) 13:8</p> <p>guarantee (1) 8:18</p> <p>guess (3) 21:1,17;32:4</p> <p>guest (1) 19:20</p> <p>guests (1) 20:16</p> <p>Guide (1) 16:10</p> <p>guideline (1) 12:4</p> <p>guides (1) 20:13</p> <p>guiding (1) 15:10</p> <p>guys (9) 9:3;12:16,18;15:3; 24:11;34:23;36:15; 48:15;51:12</p>	<p>hear (4) 23:6;37:23;46:15, 19</p> <p>hearing (1) 48:4</p> <p>heartburn (1) 34:3</p> <p>held (1) 18:17</p> <p>help (8) 4:12;14:5;16:11; 18:25;20:19;21:4; 22:13;47:5</p> <p>helpful (1) 28:6</p> <p>helps (1) 29:14</p> <p>hey (1) 43:14</p> <p>highlight (1) 4:12</p> <p>hiking (1) 20:13</p> <p>hire (5) 22:19;36:15;40:1; 41:24;42:1</p> <p>hiring (1) 21:7</p> <p>hit (2) 13:3;21:6</p> <p>hold (2) 30:24;37:10</p> <p>holding (1) 37:11</p> <p>holds (1) 19:13</p> <p>holes (1) 35:7</p> <p>home (1) 14:24</p> <p>homework (3) 38:7;45:5;49:16</p> <p>honed (1) 49:9</p> <p>honor (1) 25:12</p> <p>Hopefully (2) 3:19;14:15</p> <p>horse (3) 36:23,25,25</p> <p>hosts (1) 18:22</p> <p>hotel (1) 20:7</p> <p>house (4) 19:15;27:16,18; 28:15</p> <p>huge (1) 12:8</p> <p>hundred (3) 23:21;33:18;48:9</p> <p>hurt (1) 52:8</p>
		G		
		<p>gal (1) 28:2</p> <p>game (1) 32:14</p> <p>generate (1) 10:17</p> <p>generated (1) 27:1</p> <p>geographic (1) 51:12</p> <p>George (7) 46:3,19;48:3,14, 24;49:1,17</p> <p>gets (4) 21:1;35:17;43:17, 22</p> <p>giving (2) 10:16;35:3</p> <p>glad (3) 17:12;18:13;37:7</p> <p>global (1) 13:5</p> <p>goal (1) 52:3</p> <p>goes (2) 19:7;33:15</p> <p>good (26) 6:9,16;8:10,12,14, 15,17,22;9:20,22; 10:16;15:15;20:24; 22:3;24:22;27:6; 33:22;39:13,20; 43:13;47:8,21;49:14, 19;50:11;52:13</p> <p>Google (1) 18:10</p> <p>great (15) 3:9;5:15,21;6:2,2; 8:14;9:4;16:19; 20:10;27:1;28:8; 35:25;44:5;45:23; 50:21</p> <p>greater (1) 7:22</p> <p>GREEN (18) 12:1;14:7,12; 16:24;29:23;30:2,5; 31:23;32:1,3,11; 41:21;42:24;51:7; 52:9,13,16,18</p> <p>ground (4) 25:24;27:23;34:7; 36:5</p> <p>group (4)</p>	H	
		<p>hair (1) 17:1</p> <p>half (1) 7:5</p> <p>Haller (1) 37:15</p> <p>Hand (5) 37:24;40:17;41:3, 25;45:13</p> <p>handle (1) 30:8</p> <p>handout (1) 46:8</p> <p>happen (3) 29:16;38:6;51:1</p> <p>happening (3) 19:3;43:21;52:14</p> <p>happens (1) 28:5</p> <p>happy (2) 17:8;45:22</p> <p>hard (2) 41:2;46:10</p> <p>Haywood (1) 14:15</p> <p>head (8) 13:4;29:10,10,11; 36:23,24,25;37:1</p> <p>heads (1) 25:18</p> <p>healthy (1) 45:20</p>		

hurts (1) 30:14	34:16 interaction (1) 27:24 interested (1) 46:6 Internet (6) 11:9,10;22:6;24:1, 15,25 into (16) 10:9;14:14;15:10, 15;16:1;18:5;25:16, 20;33:18,23;34:7,9; 44:7,14;47:2;48:18 investment (1) 33:16 invited (1) 20:2 inviting (1) 19:15 involved (3) 35:23;47:25;49:23 Irregardless (1) 7:20 item (5) 8:19,19;15:2; 42:22;44:17 items (3) 11:21;21:1;27:16	30:1,4,6;31:12; 34:16;36:17;37:19; 38:3;40:6,10,12,15, 24;41:4,9,15,20,22; 42:2,7,13,16,22; 43:11;44:16,22,24; 45:12,15,22;46:17, 21;47:5;48:14;49:17, 19,25;50:2,15,18,21; 51:4,9,20,25;52:8,12, 15,17,20 June (4) 6:8;9:1;16:13;25:4	least (2) 38:15;50:23 leave (2) 20:5;48:12 left (4) 23:19,24;34:5; 48:12 legs (1) 49:13 leisure (1) 17:7 less (2) 27:20;28:21 letting (1) 48:24 level (1) 19:10 Leverage (2) 23:14;25:4 library (1) 27:6 lightly (1) 30:15 line (3) 12:17;24:8;36:7 Linkedin (1) 28:24 linking (1) 47:2 little (8) 4:13;5:14;18:24; 20:14;23:19;33:6; 36:3;39:25 lives (1) 28:2 living (1) 36:6 local (7) 10:15;11:12; 28:23;40:3;44:6,9; 51:19 lodging (1) 19:5 logs (1) 18:3 long (3) 29:10;35:22;51:1 longer (1) 20:19 long-term (2) 7:16;47:6 look (10) 8:12,24;14:4;15:9; 20:9;32:18,24;46:10; 47:8;52:16 looked (1) 38:4 looking (5) 8:4;10:3,22;20:16; 27:19 looks (2) 38:5,23 lose (2)	35:9;44:13 lost (1) 39:22 lot (10) 5:4,4,7;8:5;17:6; 23:18;30:16;33:12, 22;46:7 love (4) 14:25;19:17,20; 52:6 low (1) 8:1 lucrative (1) 13:12 LUKER (30) 3:21;4:1;5:1;7:12, 18,20;8:3,12;30:11; 31:13,25;32:2,8,12, 17;34:3;35:14,17; 37:5,22,25;39:11; 40:11;41:18;43:23; 44:20,25;51:17,22; 52:5
I	J	K	M	
idea (1) 34:5 ideas (2) 33:24;39:7 images (1) 27:6 immediately (4) 22:25;28:9;34:22; 38:6 implemented (1) 23:13 implementing (1) 5:25 important (2) 12:10;41:1 include (2) 3:24;11:16 included (4) 6:22;8:9;20:1; 48:10 includes (1) 7:8 increase (4) 4:21;5:13,23;6:23 increasingly (1) 33:8 indicating (9) 13:20;16:25;41:8, 11,14;42:4,5,6;45:14 individual (1) 14:14 industry (1) 13:15 information (8) 9:17;12:9;18:8; 19:7;20:14;21:10; 44:10;47:20 infrastructure (1) 33:23 initiative (1) 21:13 Inn (3) 19:11,17,23 inquiries (1) 18:1 inside (1) 25:19 Insight (9) 11:7,7;22:6;28:2; 35:1,22;36:3;40:4; 42:20 Instagram (1) 28:9 integrate (1) 50:6 intelligently (1) 22:1 intent (1)	Jackson (30) 9:18,23,25;11:6, 18;12:5,10;13:8; 14:9,25;17:22;18:6; 20:11,17;25:24;26:2, 5,7,8,12,12,15,20; 27:3,6,10,21;29:22; 31:22;43:4 January (2) 18:2;38:8 job (5) 6:2,2;14:17;35:25; 39:20 joke (2) 47:12,12 Julie (5) 3:6,18;41:6;50:21, 23 July (2) 7:4;43:10 jump (1) 50:9 JUMPER (94) 3:3,9,25;4:3,5,7,9, 22,25;5:7,15,18,20; 9:5,8,10,12,14; 11:10;12:3;14:11,23; 15:22;16:19;17:1,10, 21;20:24;22:17;23:3, 5,10;24:22;25:2,9, 14,22;26:6,9;27:18; 28:11,13;29:8,20;	keep (4) 20:18;34:10; 36:19,20 Ken (4) 17:12,16;30:15; 41:7 kicks (1) 24:21 kills (1) 41:16 kind (7) 24:18;33:11,24; 35:5;46:10;47:21; 49:5 kinds (1) 31:15 knowledge (3) 44:6,14;45:7 knows (2) 6:15;47:17	L lack (1) 21:17 laid (2) 12:19;14:1 landing (3) 47:4,5;49:4 landscape (1) 28:5 last (15) 5:11,19;9:23;11:8; 14:24,24;15:25; 18:17;26:24;31:4,8; 38:1;43:14;50:18; 51:24 later (2) 16:4;19:1 lead (2) 15:15;35:4 leading (1) 27:25 leads (1) 17:17 learning (2) 36:19;38:22	magazine (1) 24:11 mailed (1) 18:3 maintain (1) 40:3 makes (2) 38:18;47:17 making (2) 24:15;43:13 Manager (1) 31:8 many (4) 11:25;32:9;35:7; 40:21 maps (3) 18:4;20:13,13 March (1) 38:9 market (1) 26:11 marketing (16) 6:17;11:9,10; 15:23,25;16:6;18:25; 21:7;22:3,7;23:13, 20;24:1,15;27:22,25 Mary (2) 10:7;50:10 material (1) 16:22 matter (1) 28:17 may (21) 7:1;8:24;9:2; 10:24;14:6,18;18:16; 20:21;32:4,34;2; 36:24;40:5;46:17,17;

47:18;48:3,17,17,18; 50:9;51:10 maybe (3) 12:7;47:17,18 MEADS (24) 9:7;15:24;17:16, 19:22;16:24;4:20; 26:17;33:6;35:1; 36:23;37:20;38:24; 39:2,6;41:12;42:18; 44:1,3;47:4;49:1; 50:6,14,17 Meads' (1) 41:19 mean (7) 5:21;36:10;37:7, 13:45;3:46:10;50:10 means (1) 43:9 measure (1) 32:21 measures (2) 5:24;47:1 meat (1) 16:17 media (12) 10:19;11:11,18; 21:7;24:25;26:22; 38:14,14,20;40:3,3; 49:23 meet (4) 17:4;38:9;39:9; 51:15 meeting (22) 3:4,14;8:7;9:18,22, 24;11:23;15:9,25; 16:1,7,14;25:18; 33:9;34:5;38:1;43:1, 14;46:9;50:22,25; 52:6 meetings (1) 17:5 MEMBER (3) 9:9;11:9;45:25 members (10) 3:17;4:6;9:11; 10:24;17:24;19:25; 21:4;40:21;45:14,24 mention (1) 18:14 mentioning (1) 6:1 mentoring (1) 45:7 merge (1) 36:21 merging (1) 47:2 Merrily (6) 30:15;40:14,15,15; 43:18;49:20 Merry's (1) 40:13	met (1) 16:9 Mick (1) 34:21 Mickey (4) 36:23;43:13; 44:11;51:16 middle (1) 33:4 might (1) 32:22 minute (2) 17:10;37:23 minutes (5) 3:16,20,23;4:2; 13:22 miss (2) 25:18;51:18 missed (2) 31:6;47:23 missing (1) 34:11 mission (2) 26:22;27:2 misunderstood (2) 36:24;48:4 mix (1) 28:1 mobile (1) 7:15 moment (2) 12:24;52:6 moments (1) 11:20 momentum (1) 10:2 money (7) 8:17,20;23:12,22, 24;24:5;29:4 monitoring (1) 49:12 month (10) 18:1;19:2,20,21, 24;20:2,6;31:4; 43:20;47:3 monthly (1) 33:16 months (15) 5:6;17:25;21:15, 15,25;29:24;35:11; 37:21;38:22;42:2; 43:18;44:6;47:16,18, 25 month's (1) 19:16 more (14) 7:25;11:16;13:11, 11;14:18;15:19; 20:19;25:17;26:11; 28:12;30:8;36:3; 37:9;47:20 most (3) 6:17;16:17;29:18	mostly (1) 42:24 motion (14) 3:23;4:1;9:6; 10:12;22:19;23:1; 34:18;40:4,13;41:23; 42:8;44:20;52:20,21 Mountain (1) 16:9 move (8) 19:3;21:10;34:16, 17;37:2;40:1;43:22; 44:15 moved (1) 9:7 moving (5) 16:15,20;21:23; 34:7;47:16 much (9) 5:2;9:14;11:11; 16:1;20:24;42:9; 45:16;46:23;51:25 muddier (1) 35:17 multi (2) 47:24,24 Myrtle (1) 35:24 myself (1) 39:14	8:7,16;19:21,24; 20:2,6;21:13;42:22; 44:6,8,17 nice (1) 20:9 night (2) 14:24,24 nine (1) 40:25 nomination (1) 44:21 nominations (1) 44:24 nonpaid (1) 24:13 North (1) 19:2 November (4) 4:18;6:11;7:9;8:1 number (4) 6:9;7:22;33:17; 49:4 numbers (3) 6:24;7:3;48:21 nutshell (1) 24:22	operation (1) 21:19 opinion (3) 28:15;31:13,16 opinions (1) 52:2 opportunity (5) 10:17;21:24; 35:10;44:5;46:4 opposed (4) 4:7;9:12;40:19; 45:15 order (4) 3:4;25:25;26:10; 31:17 ordinance (2) 15:8;44:18 organization (1) 15:7 organized (1) 19:8 original (1) 41:23 osmosis (1) 46:10 ought (1) 29:3 out (28) 7:2;8:2,16;11:12; 12:19;14:2;16:3,12; 17:17;20:12,16; 21:12;23:16;25:10, 11,25;26:10;28:8; 29:1;30:12;39:17; 43:23;44:9;46:9; 47:18;50:22;51:7,9 outcome (1) 16:6 outstanding (2) 11:14;25:3 over (13) 8:7,21;9:3;14:24; 17:6,14;20:14;23:19, 24;30:18;31:8;38:4; 47:19 overall (4) 23:19;25:16;30:7; 39:24 overhaul (3) 46:24,25;47:6 owed (1) 25:5 own (1) 28:14
		O		
		Obama (1) 47:10 O'Brien (1) 17:14 occupancy (2) 4:14;5:23 off (5) 15:7;24:21;35:19, 20;39:19 old (1) 21:2 Once (1) 8:19 one (31) 3:18;5:13;14:20; 18:14;19:25;22:18, 18;24:11;25:17; 28:12,15;29:3;30:7, 23;31:19;32:1;35:20, 23;38:2,3;39:16,24; 40:18,20,24;42:19; 43:12;46:2,6,13;49:4 ones (3) 8:7;14:15;22:8 only (4) 6:14;15:2;43:24; 44:4 onsite (2) 18:7,22 open (4) 19:11,15;20:9; 50:15 operate (1) 21:22		
		N		
		nail (1) 13:3 name (5) 19:23;20:3,7;41:2, 5 nays (1) 41:2 ncbeermonthcom (1) 19:8 need (25) 10:15,18,20;15:3, 13;16:24;23:2,3,6; 25:22,23;29:15; 30:22;31:18,18; 34:13,20;36:2;40:8; 43:14,20;46:22,24; 47:20,20 needs (1) 36:21 negotiating (1) 48:20 networking (1) 19:16 new (11) 10:3,24;17:13,24; 19:18,22,23;20:3; 21:20,20;36:2 news (3) 6:3;8:14;16:9 next (11)		
		P		
		page (7) 7:6,25;16:8;18:8; 47:4,5;49:4 pages (1) 18:11 paramount (1)		

<p>13:7 Pardon (1) 34:1 park (1) 7:14 part (8) 7:13;8:10;15:4; 23:9,11,13,15;31:11 participated (1) 26:23 participating (1) 3:11 particular (2) 13:6,15 partnered (1) 19:6 partnering (2) 13:14;14:4 partnerships (1) 12:13 parts (2) 26:13;37:1 pass (2) 17:23;19:19 passed (1) 46:9 passes (1) 42:8 Patel's (1) 19:24 pay (2) 6:14;16:11 pays (2) 6:15,17 penalties (1) 4:15 people (10) 5:7;6:14;20:16; 22:4;29:4,5;35:7; 36:12;38:9;46:6 percent (13) 4:16,19,20,21,23; 5:2,13;6:7,24,25; 8:11;39:7;45:4 percentages (1) 7:11 perfect (1) 37:8 period (6) 4:20;22:25;26:1; 32:4;43:25;47:3 person (6) 6:14;14:20;23:24; 28:23;37:21;46:2 personal (1) 28:14 personally (1) 39:14 PETERKIN (28) 4:4,23;5:16,19; 6:13;7:1;8:2,10,13; 15:20;23:2,4,8,11; 24:5,21;25:1,7,10;</p>	<p>28:2;34:20;35:16,22; 43:12,17;44:21; 45:11,19 phone (1) 3:12 photographer (1) 28:6 photographs (1) 28:8 photography (1) 33:24 photos (1) 27:5 physical (1) 18:22 physically (1) 28:7 piece (3) 3:17;26:8;30:20 piecemeal (2) 30:18;38:2 piecemeals (1) 31:16 pieces (2) 39:18,25 Pineapple (23) 11:3,5;22:6;24:25; 25:20;27:21;28:19; 29:16;30:20;31:21, 24;33:7;35:2,20,22; 36:3;38:25;42:20; 48:6,8,10,11;50:7 Pinterest (2) 24:16;28:24 place (3) 23:18;33:23;34:10 placed (1) 6:8 places (1) 24:17 plan (8) 10:19;12:11,11; 13:25;29:3;38:2,3; 39:24 planner (1) 27:25 planning (1) 16:5 Play (2) 9:17;24:21 players (1) 16:7 playing (1) 5:8 pleasant (1) 20:20 Please (1) 20:12 plenty (2) 9:1;51:20 plethora (1) 44:9 plugged (2)</p>	<p>35:7;50:23 Plus (1) 5:16 pocket (1) 30:14 Point (5) 7:2;31:6,10;43:4, 13 points (1) 39:13 pool (1) 22:2 portrayed (1) 45:8 position (3) 34:24;36:8,10 possible (2) 15:14;27:23 posting (1) 28:8 potential (1) 44:13 Potentially (1) 48:16 PR (13) 11:3;23:24;24:1, 11;26:10;33:15,22; 36:7;37:16,21;40:2; 49:3,24 preliminary (2) 8:23;9:2 prepared (1) 14:15 presence (1) 33:22 present (4) 15:11,18;16:4; 32:5 presentation (2) 43:2;48:5 presentations (1) 11:1 presented (4) 4:2;22:20,21;49:2 presenting (1) 46:12 president (2) 17:13,14 press (1) 9:20 pretty (3) 3:5;5:2;17:3 previous (1) 11:15 Price (3) 9:22;13:3;52:19 print (6) 28:17;38:13,14,20; 40:2;49:22 printed (1) 3:22 probably (2) 33:17;38:11</p>	<p>problems (1) 14:21 procedure (1) 34:17 proceedings (2) 3:1;52:24 proceeds (1) 16:11 process (3) 10:8;39:14,17 product (2) 10:3,20 production (1) 16:12 products (1) 11:19 prohibited (1) 49:24 projected (1) 25:11 promoted (1) 19:9 promotion (2) 10:15;18:25 proper (1) 12:7 properties (2) 17:17;20:17 property (1) 19:24 proposal (11) 11:21;22:5,20; 23:22;27:22;33:7,12; 38:5;46:23;48:10,13 proposals (1) 49:7 propose (1) 21:14 proposing (2) 32:6;38:20 prove (1) 21:18 provide (3) 9:16;12:6;22:10 provided (1) 21:10 prudent (2) 47:7,22 public (5) 10:21;21:7;46:2,9, 13 publication (1) 38:16 publicity (1) 27:1 pull (2) 44:7,13 pulled (1) 7:14 purpose (2) 32:22;47:14 pursuit (1) 47:7</p>	<p>put (12) 7:7;15:8;16:3; 31:20;33:3,18,25; 35:13;36:12;45:3,4; 51:23 putting (1) 35:21 puzzle (1) 39:19</p> <hr/> <p style="text-align: center;">Q</p> <hr/> <p>quick (1) 49:21 quickly (1) 15:14 quit (1) 23:25 quorum (2) 3:5,7</p> <hr/> <p style="text-align: center;">R</p> <hr/> <p>radio (1) 9:25 raise (4) 16:24;40:17; 41:25;45:13 ramp (2) 35:2,3 ramp-up (1) 35:1 Ramsey (1) 18:16 rate (1) 4:19 rather (2) 22:18;30:21 read (6) 3:19;12:14;13:21; 14:20,24;15:1 ready (1) 48:1 really (6) 7:4;12:15;23:17; 32:13;33:3;50:11 reason (7) 5:13;8:3;31:23; 37:9;39:16;45:1,9 reasons (1) 51:20 rebranded (2) 19:22;20:7 recently (1) 8:4 recommend (1) 10:11 recommendation (2) 43:8;46:5 reevaluate (1) 43:18 reflects (1) 5:22</p>
--	--	---	--	---

<p>refurbished (2) 19:23;20:10</p> <p>regard (4) 15:5;21:6;45:25; 50:18</p> <p>regional (1) 14:12</p> <p>regular (1) 51:13</p> <p>reign (1) 50:3</p> <p>reinvent (1) 12:21</p> <p>related (1) 18:11</p> <p>relates (1) 26:13</p> <p>relations (2) 10:21;21:7</p> <p>relationship (1) 13:6</p> <p>relevant (1) 42:25</p> <p>remainder (1) 22:10</p> <p>remaining (2) 8:6;21:16</p> <p>remember (1) 20:12</p> <p>rental (2) 7:17,18</p> <p>rentals (4) 4:18;6:11;7:9,13</p> <p>report (11) 4:10,12;9:6;15:4, 16;17:22,22,24,25; 18:9;43:20</p> <p>REPORTER (1) 41:1</p> <p>reporting (1) 4:18</p> <p>reports (2) 15:15;17:23</p> <p>represented (1) 26:25</p> <p>request (1) 18:24</p> <p>requested (1) 22:11</p> <p>rescheduling (1) 17:5</p> <p>resource (1) 14:5</p> <p>respect (1) 45:6</p> <p>response (3) 4:8;9:13;20:22</p> <p>rest (2) 10:25;50:23</p> <p>rest-of-this-year (1) 21:12</p> <p>results (1) 34:21</p>	<p>retreat (1) 52:10</p> <p>return (1) 33:16</p> <p>reupon (1) 3:1</p> <p>revenue (1) 5:5</p> <p>revenues (2) 6:11;7:7</p> <p>review (1) 3:15</p> <p>Rich (5) 9:22;11:24;12:25; 13:1;52:18</p> <p>Ridgetop (2) 14:9,17</p> <p>right (25) 4:1;5:18,22;8:22; 9:15;16:20,23;20:25; 24:22;28:3,3,11,25; 29:20;31:25;33:14; 40:6,19,21;42:12; 44:9,12,22;46:18; 47:13</p> <p>right-hand (1) 6:20</p> <p>road (2) 32:17,18</p> <p>Robert (4) 3:24;13:4;14:8; 39:12</p> <p>Robert's (1) 13:19</p> <p>robust (3) 11:17;13:10,11</p> <p>roll (6) 21:11,14;26:10; 48:17,18;51:9</p> <p>rolling (2) 43:15,17</p> <p>room (2) 4:14;19:14</p> <p>rooms (1) 19:12</p> <p>rooster (1) 51:23</p> <p>run (1) 50:22</p> <p>running (2) 14:21;15:7</p> <p>RV (1) 7:14</p> <p>RVs (1) 7:12</p>	<p>saw (1) 49:2</p> <p>saying (9) 35:12,14;37:22; 38:7;39:2,12,20,21, 21</p> <p>schedule (2) 45:23;50:22</p> <p>scope (2) 49:3,11</p> <p>sea (1) 49:13</p> <p>seats (1) 19:12</p> <p>second (13) 4:3,4;7:25;9:8,9; 18:17;23:2,3,4;40:8, 9;44:23;48:3</p> <p>seem (2) 11:4;29:2</p> <p>seems (4) 3:13;37:8,13; 39:21</p> <p>self-explanatory (1) 17:3</p> <p>send (2) 17:16;22:12</p> <p>sending (1) 16:22</p> <p>sense (2) 38:18;47:17</p> <p>sent (1) 3:17</p> <p>sentiment (1) 13:19</p> <p>separate (1) 28:23</p> <p>serious (1) 35:3</p> <p>serve (1) 45:17</p> <p>serviced (1) 18:6</p> <p>set (1) 39:6</p> <p>setting (1) 32:19</p> <p>seven (3) 37:21;40:20,25</p> <p>several (2) 11:1;31:15</p> <p>shakes (1) 17:1</p> <p>shape (3) 8:15,22;49:14</p> <p>share (5) 3:18;12:6;27:4,8; 46:9</p> <p>sheet (1) 50:19</p> <p>shift (1) 51:11</p> <p>shopping (1)</p>	<p>34:11</p> <p>showing (1) 5:25</p> <p>shows (2) 17:25;18:2</p> <p>side (1) 6:20</p> <p>simple (1) 18:21</p> <p>single (1) 47:17</p> <p>sitting (1) 35:12</p> <p>situations (1) 43:5</p> <p>six (4) 40:20,24;41:16,22</p> <p>size (1) 49:3</p> <p>slew (1) 12:9</p> <p>small (1) 19:14</p> <p>Smoky (1) 16:9</p> <p>snip (1) 44:8</p> <p>social (7) 11:11,18;21:7; 24:18,25;40:3;50:10</p> <p>solid (1) 13:25</p> <p>somebody (7) 14:22;26:2;28:7, 20,25;33:25;41:18</p> <p>someone (2) 25:24;43:2</p> <p>sometime (1) 16:13</p> <p>sometimes (1) 28:18</p> <p>sorry (4) 25:17;40:15; 42:23;51:4</p> <p>sort (1) 47:23</p> <p>sound (1) 39:1</p> <p>sounds (1) 38:24</p> <p>Southeastern (1) 18:15</p> <p>speak (3) 16:25;45:25;46:3</p> <p>SPEAKER (3) 46:5;49:15,18</p> <p>speaking (1) 12:25</p> <p>specials (1) 19:5</p> <p>specific (1) 33:8</p> <p>spend (3)</p>	<p>8:17,18,19</p> <p>SPIRO (19) 3:8;17:23;20:4,23; 26:22;27:11,13;28:4; 32:22;39:5,10;40:23; 41:19;44:2;50:5,20; 51:2,5,8</p> <p>spoke (1) 30:15</p> <p>spot (1) 29:1</p> <p>spraying (1) 25:19</p> <p>sprinkler (1) 25:18</p> <p>standing (1) 19:13</p> <p>start (4) 6:18;22:1;41:10; 48:1</p> <p>started (4) 7:3,3;37:17;45:2</p> <p>starting (3) 6:23;16:10;19:24</p> <p>State (3) 19:9;41:2,5</p> <p>stay (2) 20:19;45:20</p> <p>stayed (1) 43:4</p> <p>staying (1) 45:23</p> <p>steam (1) 35:9</p> <p>step (2) 30:12;33:14</p> <p>Stephanie (1) 16:21</p> <p>steps (1) 47:14</p> <p>still (7) 17:16;20:9;25:5,6; 34:3,9;51:22</p> <p>STOCKTON (5) 41:6,6;42:4,12,14</p> <p>stop (1) 12:24</p> <p>stopgap (1) 47:1</p> <p>stories (4) 33:10;38:7,17,21</p> <p>story (2) 33:24;39:7</p> <p>storylines (2) 33:11,24</p> <p>strategic (1) 12:4</p> <p>strategy (8) 12:2,18;14:8,14; 22:9,10;25:16;27:25</p> <p>strengths (2) 6:18;33:2</p> <p>strong (3)</p>
	S			
	<p>same (10) 4:20;7:13;8:6; 16:8;29:7;38:14; 42:11;45:5;51:13; 52:3</p>			

<p>13:6,25;33:1 stuff (5) 25:10;33:11,25; 35:5;38:2 successful (2) 13:8;14:3 sudden (4) 37:17,20;39:18,22 suggestion (1) 15:9 summer (1) 5:6 summit (4) 16:6;32:23;34:8; 50:13 super (1) 47:19 support (2) 18:19,21 sure (17) 3:5;13:16,17;17:1, 11:21;6:23;10; 24:15;25:13,15; 28:13;31:10,12,21; 35:6;47:13;52:12 surprised (1) 49:15 suspect (1) 35:11 Sylva (3) 19:11,23;28:3 system (1) 47:3</p>	<p>20:3;23:6;24:24; 25:5,17;26:4,8,16; 27:9,12;28:12,14; 29:18;34:2;37:24; 38:4;39:1,8,24;40:8, 14;41:8;42:6;43:16; 49:21;50:1,3;51:23 ten (1) 40:25 thinking (1) 6:16 third (1) 49:17 thorough (3) 14:18;43:3;45:6 though (1) 52:5 thought (7) 6:15;7:21;8:7; 16:3;34:5;43:1,3 thoughts (1) 37:11 thousand (2) 23:22;48:9 three (25) 4:23,23,24;10:16, 22;21:17;22:6,19; 24:10,10;27:24;29:9; 30:9;32:24;33:5; 35:16;36:14;38:23; 40:18,20,24;41:24; 42:1;46:16;47:15 threw (1) 41:21 throughout (1) 27:7 thus (1) 13:22 Tim (1) 17:13 times (3) 31:9;32:9;33:18 title (1) 12:9 today (7) 10:5;15:5;20:1; 22:16;25:11;34:6; 40:22 together (17) 4:11;9:24;12:22; 16:7;21:22;29:6,10, 17;30:3;32:23;33:4, 25;35:13;36:12; 37:14,17;50:11 top (1) 35:19 topic (1) 3:15 total (3) 4:21;6:6;7:7 totally (1) 31:19 totals (1)</p>	<p>4:16 touch (2) 31:10;46:22 touched (1) 31:7 touchy (1) 3:12 tough (1) 42:9 tourism (4) 9:21;12:10;18:11; 19:9 towards (2) 8:17;52:3 track (1) 39:22 trail (3) 18:4,23;20:13 trailer (1) 7:15 travel (5) 7:14;26:18,25; 33:9;39:3 trees (1) 3:21 triangle (1) 33:4 trip (1) 26:22 trips (1) 51:18 truly (1) 32:21 try (3) 8:23;21:11;24:12 trying (13) 21:11;28:19; 30:17;35:6;36:18,18, 20;37:14;38:1;39:15, 18;42:10;49:24 turn (2) 9:15;33:15 turns (1) 23:16 tweak (1) 15:12 tweaked (1) 42:15 Twelve (3) 24:4,5;40:25 two (17) 10:24;15:9,17; 17:10;18:14;19:4; 20:19;29:4,6,9;30:9; 36:21;38:22;40:18, 20,24;49:7 two-horse (1) 35:15 type (1) 7:10</p>	<p>umbrella (3) 22:8;24:19;29:14 under (4) 19:23;20:8;28:22; 29:6 understands (1) 26:2 understood (1) 48:9 unfair (1) 33:6 UNIDENTIFIED (3) 46:5;49:15,18 unison (1) 13:17 units (2) 4:18;6:12 unity (1) 47:2 unusual (1) 43:5 up (21) 4:12,21;5:11,16; 10:22;16:18;18:16; 29:24;32:20;34:11; 35:2,3;36:7,11; 37:24;38:2;43:8; 44:25;46:20;51:23; 52:18 update (1) 52:13 updated (1) 20:10 upon (2) 16:14;45:9 use (1) 29:18 used (1) 36:4</p>	<p>visitnccom (1) 19:7 Visitor (5) 16:10;18:3,5,6; 20:13 visitors (2) 18:6,7 visits (2) 18:5;26:24 visual (1) 9:4 vote (8) 3:7;11:22;38:12; 40:12;41:17,18,19, 23 voting (1) 40:21</p>
T		V		W
<p>table (2) 33:3,13 talk (6) 7:3;10:1,4;22:11; 37:1;38:16 talked (4) 11:24;30:17; 42:20;49:8 talking (6) 14:8;22:1,4;31:8; 47:11;48:5 tangible (1) 10:19 target (1) 5:2 targeted (1) 49:11 tasked (1) 13:14 tax (3) 4:14;5:23;7:19 TDA (8) 10:1;15:10,11; 29:12,13;33:4;37:1,5 team (1) 33:1 TEASLEY (28)</p>	<p>U</p>	<p>valuable (2) 28:10,10 values (1) 45:8 varying (1) 52:2 vast (1) 6:19 versa (1) 50:9 via (1) 16:22 vice (7) 44:18,19,19,21,24; 45:13;50:9 Vick (3) 19:24,25;20:5 vision (3) 14:1;29:3;39:22 visions (1) 29:4</p>	<p>wagon (1) 31:3 waiting (1) 32:12 wants (2) 20:6;50:15 way (15) 7:20;14:5;17:1; 20:12;21:13;25:10, 11;29:19;30:22; 32:18,20;34:23; 41:10,10;43:21 weather (3) 3:12;17:4;51:11 website (7) 18:4;31:7;46:19, 24,24;47:10,24 Wednesday (1) 15:25 weeks (1) 31:9 well-integrated (1) 29:3 West (1) 14:16 wet (1) 21:18 wheel (1) 12:22 Whittier (1) 11:12 whole (6) 17:6;27:7,10;34:3; 39:17;47:14 whomever (1) 50:4 willing (2) 27:8;45:17 window (1) 44:13 wing (2) 18:19,21 wise (1)</p>	

28:25			
within (7)	1	5	
8:18;24:7,9;25:1, 9:30;16;49:9	11 (1) 40:22	52 (1) 6:7	
WNC (1)	118 (1) 4:18	7	
18:22	11th (1) 3:16	7,922 (1) 18:7	
wondered (1)	12 (2) 24:2,2	74.04 (2) 4:16;5:1	
16:24	120 (1) 19:12	77 (1) 19:11	
Wooten (2)	13 (2) 7:3,4	8	
13:13;31:8	14 (4) 6:24;7:2,3,4	8.2 (1) 4:21	
word (3)	14,255 (1) 18:4	80 (1) 39:7	
13:21;14:21;21:17	15,732 (1) 18:7	9	
work (19)	16th (1) 18:16	9 (1) 4:20	
8:11,16;9:3;10:17; 11:14,15;14:3;21:21, 22;29:9,17;30:2,22; 37:16;42:14;48:17; 50:11;52:1,4	17th (1) 18:16	99 (1) 45:4	
worked (4)	2	99.9 (1) 8:11	
4:11;26:14,17; 37:14	2012 (3) 4:20;6:22;12:19		
working (13)	2013 (1) 18:2		
13:6,17;15:17; 19:2;25:15;26:6; 29:15;32:24;33:5; 36:5;47:19;50:4; 52:3	2014 (1) 16:10		
works (1)	21st (1) 52:11		
36:16	240 (1) 19:13		
worse (1)	3		
35:20	3 (2) 4:19;6:24		
Wow (1)	30-day (2) 42:21;43:23		
8:5	30th (1) 6:9		
writers (3)	31st (1) 5:10		
26:25;33:9;39:3	3rd (1) 25:4		
writeups (1)	4		
36:8	4 (1) 6:25		
writing (1)	40 (1) 36:8		
26:19	40,990 (1) 18:3		
X	421,029 (1) 18:5		
xerox (1)			
46:13			
Y			
year (28)			
4:15,21;5:5,11,17, 19,19;6:5,21;7:2,8, 13;8:16;17:24;18:17, 18;21:13;23:1;24:8; 26:24;34:12,21;36:9; 37:14;44:8;45:21; 47:23;50:23			
years (2)			
26:18,21			
yeas (1)			
41:2			
yield (1)			
12:24			