

IN THE MATTER OF:
JACKSON COUNTY TOURISM
DEVELOPMENT AUTHORITY

Jackson County Tourism Development Authority

Board of Directors Meeting

April 16, 2014

1:00 p.m.

-oOo-

Pursuant to Notice

North Carolina Center for the Advancement of Teaching

Cullowhee, North Carolina

Reported by:

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53 Orange Avenue
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APPEARANCES

Robert Jumper, Chairman

Clifford Meads

Ken Fernandez

Robert Dewes

Alex Bell

Mary Lanning

Stephanie Edwards

Julie Spiro

Brien Peterkin

Ashley Faulkner

Vick Patel

Cherie Bowers

Mary Ann Baker

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

3 MR. JUMPER: Okay. If it is all right with you
4 all, I am going to do a quick roll call, and music is
5 going to be provided.

6 Alex?

7 MR. BELL: Here.

8 MR. JUMPER: Cherie?

9 MS. BOWERS: Here.

10 MR. JUMPER: Bob?

11 MR. DEWES: Here.

12 MR. JUMPER: Ashley?

13 MS. FAULKNER: Here.

14 MR. JUMPER: Ken?

15 MR. FERNANDEZ: Here.

16 MR. JUMPER: Jim?

17 Mary?

18 MS. LANNING: Here.

19 MR. JUMPER: Mickey?

20 Clifford?

21 MR. MEADS: Here.

22 MR. JUMPER: Vick?

23 MR. PATEL: Here.

24 MR. JUMPER: Brien?

25 MR. PETERKIN: Here.

1 MR. JUMPER: Julie?

2 MS. SPIRO: Here.

3 MR. JUMPER: Merrily?

4 Deborah?

5 All right. We are ready to go.

6 Before we get started, I would like to yield the
7 floor to Stephanie. And I would like for her to do a
8 little introduction for our new note taking, minute
9 taking procedure.

10 We have done some soul searching with regard to
11 minute taking. And what I -- What we have decided to
12 do is to suspend the process of having the
13 stenographer.

14 We appreciate you so much and we will keep you on
15 file and be ready to use you as needed.

16 COURT REPORTER: May I ask a question?

17 MR. JUMPER: Sure.

18 COURT REPORTER: Do you need me here today?

19 MR. JUMPER: Yes.

20 COURT REPORTER: And I will pass that on to the
21 firm.

22 MR. JUMPER: We will be in touch with the firm on
23 a regular basis because there may be a necessity for
24 other times that happen. But we do appreciate your
25 contribution to these meetings over the past several

1 months.

2 And with that I will turn the floor over to
3 Stephanie for the new procedure.

4 MS. EDWARDS: Well, thank you.

5 I would like to introduce Holly Newman. Many of
6 you may have already met her. She is our smiling face
7 at the Visitor Center. And she will be joining us on a
8 regular basis to take the minutes.

9 We'll record them on this automatic audio recorder
10 and then also taking minutes by hand, excuse me, and
11 working with Mary Lanning to make sure we formalize the
12 process to make sure we do archiving stuff.

13 MR. JUMPER: We thank you all for stepping up to
14 the plate on that. It will not be quite as detailed as
15 the stenographer's notes, but it will accomplish the
16 task and it will meet the requirements of not only the
17 resolution that we perform them, but also the bylaws.

18 So we will be fine and dandy. I think it is a
19 very good process and I welcome you to the Board.

20 Brien, I recognize you.

21 MR. PETERKIN: Thank you.

22 I have a guest that I would like to introduce.

23 Some of you may know I am also involved in the
24 Western Carolina University very heavily and I feel
25 like Western Carolina is a pretty well kept secret like

1 Jackson County is.

2 But we have been working for the past few years
3 and we found a new marketing director for Western
4 Carolina and we have found Robin Oliver. So she is
5 here with us at Western and doing a great job. She is
6 young and understands all of the new trends in social
7 media.

8 We are excited to have her with us at Western.
9 And we think it will be great synergy to get her
10 involved with the TDA since it is going in the same
11 direction.

12 So you are invited to come every meeting if you
13 would like. We would love to have you. We meet once a
14 month. We will give you a schedule.

15 MS. OLIVER: Well, I appreciate the invitation.
16 And we met at the Foundation Board meeting. And I
17 said, "Well, what do you guys do? What are you working
18 on?" And he said, "You should come to one of our
19 meetings."

20 So I have just started at the beginning of March
21 at Western. And I am brand new to the area. I moved
22 here from Birmingham, Alabama where I was working at an
23 agency in an agency environment. And actually one of
24 our largest accounts was the Commissioners Visitor's
25 Bureau which we had for 15 years.

1 So I have done a lot of tourism and municipality
2 work.

3 But I was just curious about this group and what
4 you guys did. And you know, there might be synergy
5 there, so I'm just listening in.

6 MR. JUMPER: We are a curious group. So thank you
7 for coming and sharing with us.

8 MR. PETERKIN: You can always tell a Western
9 Carolina person because they always wear purple.

10 MR. JUMPER: Hopefully you all have received your
11 minutes from March 19th -- Was it March 19th? I think
12 it was. -- discussion and have had time to review
13 those.

14 And if so I would like to entertain a motion to
15 approve those minutes.

16 MR. PETERKIN: So moved.

17 MR. JUMPER: Second?

18 MR. MEADS: (Indicating.)

19 MR. JUMPER: Thank you, sir.

20 All in favor say aye.

21 (Board responds.)

22 MR. JUMPER: Any opposed?

23 Review and approval of this year's year-to-date
24 financial report.

25 MR. PETERKIN: Darlene is not here, she is on

1 vacation. I forgot my glasses so...

2 Revenues were a little bit still up in February,
3 up about four percent. That is not the steady climb
4 that we have been seeing. Probably that has something
5 to do with the weather, but we are still up. We are up
6 for the year 10 percent. Things are going well. And I
7 think in the year we are way ahead.

8 We are working on our budget for next year. We
9 have got a preliminary draft put together. We will run
10 that by the executive committee meeting before our next
11 meeting. We need to take a look at that at our next
12 meeting.

13 And that is really about all I have, unless
14 anybody has any questions.

15 MR. JUMPER: I thought Darlene has changed really.
16 Would you like to introduce yourself to the Board?

17 MS. HOPKINS: I am Michelle Hopkins from the
18 Assistant Finance Director with Jackson County.

19 And you gave the same report that I had that
20 Darlene --

21 MR. PETERKIN: I didn't know you were coming.

22 MS. HOPKINS: No, that's fine.

23 MR. PETERKIN: Any questions anybody has?

24 MR. JUMPER: You financial people need to talk, a
25 little communication.

1 MR. DEWES: I'd be interested in looking at the
2 numbers. February and March were kind of flat, I mean,
3 as expected. But what is the deal in January? Anybody
4 know why -- what our bump was in January?

5 MR. PETERKIN: Well, you know, I don't, to tell
6 you the truth.

7 A lot of that could be -- there could be payments,
8 could be time. That could be just a time thing. I
9 think Darlene and I had talked about that. I think it
10 was a timing issue.

11 One other thing I would say on the financial part
12 is we did have that webinar that some of you may have
13 attended a few weeks ago. And there were some specific
14 things about the recording of financial models at the
15 TDA. There were some specific things about our TDA, or
16 any TDA, actually.

17 And I was really pleased after meeting with
18 Darlene. We went through all those criteria, that we
19 are bonded properly and the reports are done properly.
20 And so these guys do a real great job on following all
21 this.

22 We are going to get you a budget. And we would
23 definitely -- One thing we recorded, it is a little bit
24 tighter analytics, so we can sort of find out a little
25 bit more about questions like what you are asking. So

1 revenues are up. Is that because the revenues are up
2 or is that because we are adding accounts?

3 We would like the hotels to help us participate in
4 some things we will be talking about next here as far
5 as keeping track of statistics so that we can analyze
6 what we are doing, make sure our money is being well
7 spent.

8 Any other --

9 MR. BELL: I was going to ask a little bit
10 different -- I know April 1st is your deadline for
11 grant applications. I just wondered if we had an
12 update or if you had already made some decisions.

13 MR. PETERKIN: Well, we have got some great
14 applications here in front of us. And it is a similar
15 number to last year, about \$12,000 total grants.

16 We did approve a couple that were time sensitive
17 which we approved and are funding. We thought we would
18 take this up in May. We have two or three issues that
19 we are basing our couple of grants on that we have gone
20 back to those folks with some more specific questions.

21 So we don't need to get that approved. That will
22 be in next year's budget probably. It will probably be
23 about \$12,000, \$15,000.

24 We do have them. We are working through them. We
25 just had a couple of questions.

1 I guess I need a motion to approve those.

2 MR. JUMPER: You can make a motion.

3 MR. PETERKIN: Okay. I will make a motion to
4 approve the financial report.

5 MR. BELL: I second.

6 MR. JUMPER: All in favor say aye.

7 (Board responds.)

8 MR. JUMPER: Any opposed?

9 Great.

10 Thank you, Brien.

11 Quickly on the Chair report, we did have the
12 April 2nd occupancy tax seminar. I thought the special
13 effects were great. It is an awesome movie. Actually
14 it was very informative, maybe at first a little dry
15 for people who were not really in for the details of
16 occupancy tax. But there was a section on TDAs that
17 was very interesting.

18 Darlene has access to that webinar. So anybody
19 who missed it, if you'll get in touch with her, she
20 will be glad to provide you access to the webinar.

21 I also had an opportunity to, with Brien, take a
22 tour of Jackson County's operation, the Chamber of
23 Commerce offices and the Cooper House in Dillsboro and
24 also Stephanie's operation in Cashiers.

25 You guys are doing a fabulous job. You have

1 fabulous facilities as you work with them and make them
2 good facilities to work in. So I commend you on the
3 work that you are doing.

4 And it is incredible, if any of you didn't take
5 that opportunity to go out and visit, do take an
6 opportunity at some point to see those facilities and
7 the work that is being done there on behalf of tourism
8 and destination marketing for Jackson County. They do
9 a great job.

10 I would like to say that Brien took me to three
11 very nice eateries, didn't offer me a bite of food.
12 I'm a little insulted at that. You are a great
13 financial officer, eat somebody else's food.

14 But we did have a good time and a good time of
15 learning at both of your facilities. And Vick Patel
16 came in. It was a great time.

17 With that, I'll move on and let you vice chair.

18 MR. PETERKIN: I don't have anything going. I
19 think we have got a lot of good -- It seems like the
20 marketing stuff is coming in well. We have a lot of
21 good -- I do think it is a good idea for everybody to
22 visit the Visitor Centers if you haven't. They are a
23 big part of our budget. You need to see what they are
24 doing.

25 These guys work really hard. There is a lot of

1 happening, a lot of real good positive energy.

2 Definitely try to ride over there.

3 Somebody had an idea of making sure our marketing
4 people have certain -- I guess we are working on that
5 area, that everybody has a total tour of the counties,
6 a van tour. I think that is a good idea to make sure
7 we really understand the whole county, not only
8 Cashiers, but Dillsboro, so we have a pretty good
9 picture of the whole thing.

10 I think having Ron involved is going to be great
11 because the western is a good part of our economy. So
12 try to get out there.

13 MR. JUMPER: The governance committee, Alex?

14 MR. BELL: I have attached the bylaws draft on the
15 second attempt yesterday or the day before and sent it
16 around.

17 I had a couple of comments on it that responded.
18 One was a little concern about the proxy vote since we
19 had voted on that as a committee. But I think -- That
20 was discussed in our meeting on that, is that the
21 assignment of voting privileges is not permitted. So
22 that pretty much covers that, that you only get your
23 vote and you can't have someone else vote in your
24 absence.

25 So we went through, as we said, the resolutions.

1 We tried to maintain the integrity of the resolution.
2 And the bylaws just sort of supplement that. They
3 don't supersede the resolution in any areas. And then
4 any questions or things not covered would automatically
5 defer to Robert's group.

6 So I will be happy to entertain any questions or
7 comments. We came in at 12:30 today to have any
8 discussion. I'll be happy to have any now for someone
9 that wasn't able to make it at 12:30.

10 MR. JUMPER: Any thoughts, questions, comments
11 with regard to the bylaws?

12 Do you want to bring it to a vote?

13 MR. BELL: Yes.

14 I make a motion that we adopt as presented.

15 MR. JUMPER: So the motion is to accept the bylaws
16 as written by the committee, by the governance
17 committee.

18 Can I get a -- It does not require a second
19 because it comes from the committee.

20 So all in favor of accepting these as our bylaws
21 say aye.

22 (Board responds.)

23 MR. JUMPER: Any opposed?

24 So that carries. We have bylaws.

25 MR. DEWES: That was a lot of work.

1 MR. JUMPER: Good work.

2 Anything else?

3 MR. BELL: No, that is all.

4 MR. JUMPER: Thank you, Alex.

5 Clifford?

6 MR. MEADS: I have a couple of things to share
7 with you.

8 Mary Ann, do you want to give us a little bit of
9 an update on the progress for social media?

10 MS. BAKER: Right. Thank you, Clifford.

11 I had reported to Clifford a couple of days ago
12 that -- well, because you are running a Facebook ad
13 campaign right now to grow the fan base. So as of
14 today or as of right now there are 1,440 fans and a
15 week ago we had 339. So the ad campaign is going much
16 better than I had projected. It is paying about 12
17 cents a fan. I had projected we were going to pay
18 between 40 to 50 cents a fan.

19 It is growing very rapidly, about a hundred or so
20 a day through the ad campaign. And this particular ad
21 that is doing the best is targeted to people who have
22 an interest in waterfalls and the Great Smoky
23 Mountains. It is geo-targeted to the states of North
24 Carolina, Tennessee, and then wrapping around the
25 Southeast all the way over to Texas. So there are

1 about seven or eight states in the Southeast that this
2 is geo-targeting.

3 So I haven't had to make a whole lot of changes
4 because it is going so well. But there are some more
5 interests that I will be starting to add to the overall
6 campaign, whether it be golf or tennis or destination
7 weddings and some others.

8 The nice thing about Facebook is you can zero
9 right into an interest and zero right into a
10 geolocation to get your fans -- to get the best fans
11 that are interested in your area.

12 MR. PETERKIN: So you are just getting likes?
13 That is what you are getting?

14 MS. BAKER: Likes, yes.

15 MR. PETERKIN: Have you got anything further north
16 than --

17 MS. BAKER: I haven't geo-targeted that area. I
18 mean, I will and I can. It is just that this just
19 kicked off about a week ago, so I am kind of
20 monitoring.

21 But I will take any feedback of any states that
22 you want me to geo-target. I will be glad to do that,
23 I just need that feedback.

24 MR. PETERKIN: I think we had looked at kind of DC
25 south and maybe around Texas and New Orleans and

1 Alabama and that area.

2 I don't think we really got much traction.

3 MR. MEADS: Well, right now I think the thought
4 process is let's get our base onboard and let them know
5 who we are and what we have and mix it up and then we
6 can stretch out after that.

7 MR. PETERKIN: That's great.

8 MR. MEADS: I think that is quite impressive,
9 actually.

10 MS. BAKER: And they are interacting. I mean,
11 these people are definitely interested because they are
12 interacting. So that is good.

13 MR. PETERKIN: This is just Facebook?

14 MS. BAKER: This is just Facebook.

15 MR. PETERKIN: Anything else happening in any of
16 the other --

17 MS. BAKER: We are not doing any paid advertising
18 in any other channels, but they are growing. I'm doing
19 biweekly and monthly reporting on how those are
20 growing.

21 And Clifford gets those and he will continue to
22 get those. They are uploaded to base camp so that the
23 Brandon Agency and Pineapple -- you know, we are all on
24 the same page, everybody knows what everybody else is
25 doing.

1 MR. MEADS: I will send those out.

2 MR. PETERKIN: Should we all get Google glassed to
3 keep up with that?

4 MS. BAKER: I think so.

5 MR. MEADS: Thank you, Mary Ann.

6 A couple other quick notes. Our landing page to
7 date has generated 57 leads for which I believe Julie
8 gets.

9 MS. SPIRO: Yes, sir.

10 MR. MEADS: The fishing map is at the printer
11 right now. We'll have plenty of those soon. We are
12 printing 20,000.

13 We used to do 10,000 and halfway through the year
14 do 10,000. There was a break on 20,000. We checked
15 with Darlene if we would be able to do that with the
16 financial and that kind of stuff, and she said
17 absolutely, so we took that opportunity. So we will
18 have a bunch of fishing maps this year. I think they
19 are good to deliver next week.

20 We are working through some details on a hiking
21 map, I gather, with the towns who originally did the
22 hiking map. She is checking with her attorney as to
23 whether or not Brandon could apply all the new graphics
24 to it or whether Brandon sends some graphics to her and
25 she puts them on. All the details are kind of

1 convoluted. But those hiking maps I would imagine
2 would probably be in our possession in about 10 days to
3 2 weeks. It is just something that we are working
4 through some issues on.

5 The next the next big thing that we are going to
6 be working with as far as Brandon is concerned is the
7 budget number for advertising so we can get our plan
8 together and back into whatever parameters the finance
9 committee are coming up with and how our budget is
10 split up. That is something further down the road, but
11 not that far down the road.

12 Trademark has been -- We are still waiting to hear
13 from the attorney. We knew that that was going to take
14 six to eight weeks. We are probably at the end of that
15 process. So I would like to think by our next meeting
16 I will be able to report that our trademark "Play On"
17 is in place and is protected. We are at the mercy of
18 the attorney on that one.

19 There are several areas of the visitor guide that
20 still have to be worked through. I know Julie is
21 working hard on the accommodations side and things like
22 that. This gives you a preview of what it looks like.
23 I think it is clean. I think it is really good. But
24 if we stay on it we should have those very soon.

25 I sent everybody a copy to your individual emails

1 this morning so you can take a look at them closer,
2 blow it up or do whatever you want to do, and then feed
3 the information back to either Julie or Stephanie or
4 myself or Scott or whomever.

5 The people that have responded we have forwarded
6 onto Scott. Those changes have been made at this
7 particular point in time. And like I said, there is
8 still some tweaking from the accommodations group to be
9 done. But I'm pleased with how clean it was.

10 MR. PETERKIN: If we need something we still have
11 time?

12 MR. MEADS: Yes. Absolutely, yes.

13 MR. PETERKIN: That's great.

14 MR. MEADS: Other than that, you'll see --
15 Who brought this? This is great.

16 MS. SPIRO: Stephanie's office.

17 MR. MEADS: Stephanie?

18 That is good. Thank you.

19 This is a variety of the ads that we have out in
20 circulation, so.

21 MS. EDWARDS: One is actually the cover of the
22 guide. And then the other is, of course, the ads that
23 are in the market now.

24 And frankly, if anyone would like to take them, we
25 can have more made. My plans were to have them framed

1 for the Visitor Center. But please help yourself. And
2 we can get more if you would like.

3 MR. MEADS: They look really good.

4 MR. PETERKIN: How are we going to disseminate
5 those things, the fishing and the hiking? Is that just
6 through the Visitor Center or --

7 MR. MEADS: I think historically it was through
8 the Visitor Center and the people -- the leads that we
9 get we may inquire on through the fly fishing trail
10 website.

11 Anglers and Appetites, you all mark your
12 calendars, 10:30 Saturday morning is our half hour
13 show. It should be really good.

14 According to Dave, he said that he thinks this is
15 the best episode they have filmed. I don't know how
16 many other people he tells that to, he is a pretty
17 genuine guy. So 10:30 is the first airing.

18 And then we have I believe eventually six more or
19 five more after that. The next one is in June and then
20 after that I think it is midsummer. But that should be
21 a good show and highlight --

22 I don't think you can highlight the whole county
23 more than where they went and what they did. It is a
24 great half hour show.

25 And I think that is about it, Mr. Chairman, unless

1 some folks have some questions.

2 MR. PETERKIN: Did you get the estimate from
3 Brandon on the website?

4 MR. MEADS: Yes.

5 MR. PETERKIN: Okay.

6 MR. MEADS: And I sent that on to you and to
7 Robert for you all to take a look at. And I have not
8 forwarded it to the marketing committee because I
9 didn't know the direction, how you guys wanted to break
10 this down and study it before it went out.

11 So you have the Brandon contract and you have got
12 the website, the full website proposal.

13 MR. PETERKIN: It looks like things from PR are
14 going very well.

15 MR. MEADS: Things from PR are going very, very
16 well.

17 I sent everybody last week the month-end report,
18 which you all should have gotten. And I highlighted
19 where they are, what they are doing.

20 The add-on value I think was \$16,000 of stuff that
21 has gone out. There is not a week that goes by that
22 two or three opportunities have not been jumped on.
23 They are working with three or four travel writers to
24 try to have them come in and see the county and put a
25 van trip together. Very aggressive.

1 If you want me to, this might be a good place to
2 do this. I have been sending the month-end reports and
3 I have been sending Mary Ann's reports certainly to the
4 marketing committee. And like the month-end, it went
5 out to the Board.

6 If it is helpful for us to have them printed out
7 again and come to the Board meetings we can certainly
8 do that. Whatever you prefer.

9 MR. JUMPER: Any recommendations from the Board on
10 that?

11 My personal thought is if we get it via email we
12 will have it. We know there is the whole killing trees
13 thing.

14 MR. PETERKIN: Why not if everybody --

15 MR. JUMPER: Certainly for the media and for the
16 gallery, definitely.

17 MR. PETERKIN: It probably wouldn't hurt to get a
18 few copies, six copies of each.

19 MR. MEADS: I'll be happy to.

20 MR. JUMPER: The Board should be able to take care
21 of their own if they get the email.

22 MR. MEADS: I will be happy to.

23 It is moving along well, I will say.

24 MR. BELL: Yes. I was on the website. I know
25 that they had mentioned the Beaufort website that they

1 constructed.

2 Are there others that they have built in the last
3 couple of years that we might just take a look at while
4 we are seeing what all they do?

5 MR. JUMPER: Clifford could possibly elaborate on
6 that.

7 MR. MEADS: They have mentioned they Beaufort,
8 Myrtle Beach. I mean, I will get a list. I hate to
9 throw out a name if I don't know fact from fiction.

10 They have done one for Beaufort, I guess, that
11 they received some type of an award for. And I think
12 they did some work for Wilmington.

13 I can get a list if it helps.

14 MR. BELL: Okay.

15 MR. MEADS: The proposal is quite detailed. It
16 was, I might say, soup to nuts. It is layered as to
17 what we really need to do from the get-go and then
18 add-on services. They want to do SCO if we want to do
19 that, that it gives a fairly reasonable timeline. If
20 my memory is correct, it is about eight weeks.

21 So we could conceivably -- Based on how you want
22 to do it, we would conceivably have it about early to
23 mid October.

24 MR. JUMPER: Any other questions, comments?

25 I think Clifford and the marketing committee and

1 ABC partners are doing an outstanding job. Keep up the
2 good work. And thank you for the report.

3 MR. MEADS: Thank you.

4 MR. JUMPER: Cashiers Chamber?

5 MS. EDWARDS: Thank you.

6 I have our standard routine. We have a report
7 here for anyone who would like to take that. I made a
8 card. That is to give you an update on upcoming
9 events.

10 We have the Easter Egg Hunt on the Village Green
11 and Sunday Outdoor Service on the Commons this weekend.

12 We have Tour de Cashiers Mountain Cycling on May
13 3rd. And I met with the marketing committee a few days
14 ago. I am delighted to show you one of the first uses
15 of the "Play On" logo. This is the official biker
16 jersey that is being offered in conjunction with the
17 event.

18 I'll pass this around so everybody can see and
19 give their approval. That will be debuted on the
20 sleeves of many of our riders.

21 On the public relations side, I have been working
22 with public relations -- or excuse me -- Pineapple PR.
23 I know Julie has the story pitches for the area.

24 We have also been soliciting for high resolution
25 photography in which is one of the things as a group we

1 have a great need for, and certainly through them and
2 others have been providing information and photography
3 for the Visitors Guide.

4 As Clifford mentioned, we have got a travel
5 writers visit planning underway. We have two with
6 specific requests for the Cashiers area. And they
7 represent a magazine that I thought was were quite
8 impressive, very well suited for our demographics and
9 in terms of geographic, as well.

10 We will be coordinating as soon as we have dates.
11 We will coordinate with the members of the Board to
12 flesh out the full experience.

13 We are working with Incite closely on media
14 messaging and also hopefully to get in the experience
15 for Mary Ann and to share one of our particular
16 resources, weather permitting, which hopefully will be
17 able to coordinate.

18 We also just recently are working with PR, we have
19 story pitches about the Cashiers area culinary scene.
20 And in conjunction with Brien we reached out to many of
21 the restaurants in the industry and we are tentatively
22 planning for a culinary event in the seasonal lull,
23 which is basically early November to Thanksgiving.

24 We have a tentative schedule or a tentative
25 itinerary for a family tour for the marketing firms.

1 And we will also get back with you on the details. The
2 biggest challenge is figuring out a date to have
3 everyone come visit at the same time. But I look
4 forward to welcoming them here.

5 As many of you may have known, there was the WC
6 conference on Western Tourism Work for Western North
7 Carolina presented by WCU last week. We were
8 registered. Unfortunately, due to some last minute
9 conflicts we did not attend. So I did follow up with
10 Mr. Morris' office and asked them for the materials.
11 And I will share those as soon as they are received.

12 And related to that somewhat, and I'll pass this
13 out before you get away, there is a conference coming
14 up in August that is about basically hotel data
15 collection and industry statistics and best practices
16 that might be of interest. You are welcome to take one
17 of those handouts before you leave.

18 We have, as Robert mentioned, Visitor Center
19 capital improvements under way, which are going welling
20 and I hope will be finished very soon.

21 We also are working with the South Western
22 Community College on their Hospitality Program and
23 courses with an emphasis on customer service.

24 I will be back after our preliminary meeting,
25 which is actually tomorrow, I will come back to the

1 group and let you know more about that. That is an
2 issue that we talked about with Steve Morris probably
3 six months ago. I think it is a general concern to the
4 industry.

5 Very briefly on the community relations side, last
6 weekend I made a presentation at the Cashiers Valley
7 Rotary. And included in that was information about our
8 destination awareness efforts, "Play On," and the TDA's
9 efforts and the marketing plan.

10 On the 24th of this month, which is next week, the
11 Chamber is sponsoring a community forum. And that will
12 be for County Manager Chuck Wooten. He and I have also
13 talked about him -- And this was at his request --
14 making a few comments about the work of the d/b/a,
15 which my impression is he is very pleased with the
16 progress. And we would like to acknowledge that to the
17 community.

18 And later in the agenda we have two major research
19 and care initiatives that we will talk about when we
20 get to that point.

21 That's all.

22 MR. JUMPER: Thank you, Stephanie.

23 Jackson County?

24 MS. SPIRO: Thank you.

25 I will disperse to you around the table -- You are

1 welcome to take a copy of the analytic reports as well
2 as monthly interactions between Pineapple, Brandon,
3 Incites, and any of the other Board members that we
4 have around the table here as well as some folks within
5 the community.

6 I will let you read those. You are welcome to ask
7 any questions if you have any. The only thing I did
8 not include is something I learned this morning, that
9 WLOS will be airing tomorrow at noon a segment on
10 Dillsboro Easter Hat Parade. And that is happening in
11 Dillsboro this upcoming weekend with a tea at the
12 Jarrett House, again the parade and all of the
13 activities that are happening from the egg hunt to the
14 hat making contest. So that will air tomorrow at noon.

15 Other than that, I will let you read through all
16 of the things we have been doing this month. And we
17 are happy to do all of those things and staying really
18 busy here. We are blessed with much heavier walk-in
19 traffic than we had last year at this time. Perhaps
20 that is due to the good weather or the bad weather, I'm
21 not sure, we have had both. But we are much busier.

22 May I answer any questions?

23 MR. JUMPER: Thank you, Julie. We appreciate
24 that.

25 We are to the Board discussion on action items.

1 First I will mention quickly, we are formulating
2 the exploratory committee for executive director. We
3 anticipate we will have that committee in place by the
4 May meeting. So that is being worked on and we do have
5 that in progress.

6 Other action items?

7 MS. EDWARDS: I apologize, I should have passed
8 those out prior to starting, although you did receive a
9 copy of this at the last meeting.

10 I will start with the Smith Travel Research
11 opportunity. Basically it is a global travel research
12 firm that has -- we have been in contact with that
13 would provide additional data specific to our market on
14 analyzing average daily rates, revenues per room, and
15 specifically down to the level of daily reporting in a
16 cumulative format that would help us measure the
17 effectiveness of the TDA marketing campaign. It is one
18 more tool to help us enhance our efforts and making
19 adjustment as necessary.

20 In general, the opportunity is for us to serve as
21 a partner. Typically their clients are specific
22 properties. And basically the properties report to
23 them on a confidential basis their occupancy rates, and
24 as I said, the revenues per room and other details that
25 are standardized industry criteria.

1 And then as a result of our participation, the
2 result of the individual property's participation, you
3 have access to cumulative reporting for your market as
4 well as any competitive markets that you might like to
5 see.

6 Generally speaking, they are divided on a county
7 basis. But in terms of the marketing reports, those
8 can be two or three counties together. Again an
9 opportunity for us to look at other like destination
10 markets and make comparisons based on occupancy rates
11 and other criteria to evaluate our end performance.

12 As a partner with STR -- And it is Smith Travel
13 Research, which is a global firm. And their reporting
14 is called STAR, S-T-A-R, Smith Travel Accommodations
15 Reporting.

16 We would receive discounted reports at the
17 cumulative highest level of a TDA, which we then could
18 circulate among not only our group, but certainly you
19 will be able to see a large part of Jackson County.

20 And the next step for this -- There are a lot of
21 details involved. These guys are professional. They
22 have been doing this for a long period of time.

23 I believe Robert has worked with them in the past.
24 He may want to speak to their expertise, would be for
25 them to offer us a webinar or a conference call so that

1 individual accommodations owners around the TDA here
2 can post specifics questions and do that on any
3 concerns that they may have.

4 Right now we have only I believe it is one
5 accommodation participating from Jackson County. What
6 that does is it means that there are -- it makes it
7 more difficult to measure the effectiveness of what the
8 TDA is doing, what ultimately their direction should
9 be.

10 So with that in mind, actually, Robert, I know I
11 invited you to participate in one of the last
12 conference calls we had; if you have any comments I
13 welcome those and we can get some feedback from the
14 group as a whole.

15 MR. JUMPER: Sure.

16 And I have discussed STR with probably the
17 majority of you, not all of you. It is -- The STR
18 board is the Smith Travel Research. And it is an
19 accommodations based research project. It drills down
20 into average daily rates. It is really kind of --
21 Clifford may be able to expound on it, he has seen the
22 STAR report.

23 It is a very detailed report for accommodations to
24 track their progress against the competitive set. And
25 it is a blind competitive set. People are not able to

1 see each other's individual reporting.

2 It is a fantastic tool based on my experience with
3 STR for TDAs. So I have a great comfort level with it.
4 Maybe the number that hasn't participated, they may not
5 have that similar comfort level. My feedback --
6 initial concern feedback was about the confidentiality
7 of hotel information. And they do -- They are -- STAR
8 is a highly respected, great integrity company. They
9 are well respected within the accommodations community.

10 So I personally don't have any issues with working
11 with STR.

12 MS. EDWARDS: And I apologize. We discussed this
13 at a recent marketing committee. It was agreed that it
14 was warranted coming to the Board for further
15 conversation.

16 MR. PETERKIN: It is also free?

17 MS. EDWARDS: Yes.

18 Actually, that is an important point. The base
19 reports are free to participating accommodations. And
20 then you have the opportunity to drill down for more
21 specifics at a nominal cost.

22 The annual cost for the general reports that we
23 have identified as being useful would be in the range of
24 about \$2,000 a year, which is less than \$200 a month.

25 MR. PETERKIN: From the financial side -- I think

1 I brought it up in January. From the financial side I
2 think as we spend more money to do more things, we have
3 to be more accountable to accommodations. What we are
4 doing, is it working? We can't do that without the
5 help of the partnership or the people that serve. It
6 requires their help with partnerships. It is more up
7 to the accommodation owners than us. I guess those are
8 the ultimate people that we need to be a part of it.

9 MS. EDWARDS: Definitely.

10 I would see this invitation to this webinar as
11 being extended to every accommodation owner in the
12 county.

13 MR. PETERKIN: How are we doing; we are up; how do
14 we compare with other places; how do we compare with
15 other people in marketing segments; I think it will be
16 great.

17 MS. EDWARDS: Yes.

18 The last comment I would make is as large as the
19 firm is and as globally oriented as they are with their
20 clientele, they have been very personalized in their
21 customer support. So I have had an opportunity to meet
22 with them a couple of times and talk with them
23 specifically about this market.

24 The challenge we have is there is very little
25 participation at this time. What Robert mentioned,

1 there is sensitivity to confidentiality. And moreover,
2 that a lot of our revenue is driven by vacation home
3 rentals, which is not the traditional accommodations
4 that they measure.

5 And I think, to their credit, they said we haven't
6 talked about that, but if we formalize our partnership
7 they will come back into our market and work to figure
8 out if that is a data collection point that they can
9 include in some way to provide reports back to us.

10 I'm not sure whether they are going to be able to.
11 But the fact is they are willing to look at customizing
12 the reports so our needs are met. And I thought that
13 was a strong positive signal.

14 MS. SPIRO: Another valuable component to being
15 part of Smith Travel Research is that that data is
16 utilized by the North Carolina Division of Tourism for
17 their annual reporting.

18 And that report that the County Commissioners and
19 others do see, we are compared county by county across
20 the State of North Carolina. Part of that comes from
21 Smith Travel Research.

22 So because we have so few participants involved in
23 that process right now, that data is somewhat
24 unobtainable. So unless and until we start
25 participating, our numbers will not really be included

1 in that data that the Division of Tourism draws from.

2 So that annual report that we see that is
3 delivered by the Division in usually early August,
4 which is reported to the media throughout the state,
5 that would start reflecting some of the data that would
6 be gathered here whenever we start participating.

7 MS. EDWARDS: And I would say, I don't think the
8 lack of participation should be perceived as an
9 objection to their work or a specific, you know,
10 decline of participating with them; I personally think
11 it is an awareness issue.

12 MS. SPIRO: Yes.

13 MS. EDWARDS: The opportunity has not been made
14 available. And they have committed that they will
15 work, and frankly do a lot of the leg work to reach out
16 to the individual accommodations to collect a more
17 critical mass to provide us with valuable data.

18 MR. JUMPER: The key to their ability to reach the
19 accommodations is our willingness to partner with them.
20 They are going to have limited success if they try to
21 do that on their own and try to access our
22 accommodations.

23 So I -- My recommendation to the Board is to agree
24 to participate in assisting the STR and building that
25 collection base.

1 So should we do that in the form of a motion?

2 I will need a second for the motion.

3 MS. LANNING: Second.

4 MR. JUMPER: All in favor say aye.

5 (Board responds.)

6 MR. JUMPER: Any opposed?

7 MR. MEADS: Any discussion?

8 MR. JUMPER: Go ahead. I thought we were
9 discussing the item.

10 MR. MEADS: Do you want to make a presentation?

11 This is the chicken before the egg. Do we get in
12 as a TDA and hope that the properties come along? Or
13 would we do an invitation to the properties and have
14 them do a webinar and take a poll of who would
15 participate and who wouldn't, who we need to coax more
16 as opposed to signing up and running down the road?

17 MR. JUMPER: And my answer to that is this motion
18 doesn't include any kind of spending. But it would be
19 a commitment of the TDA to work with STR to get those
20 accommodations onboard.

21 MR. MEADS: Where did the \$200 a month come from?

22 MS. EDWARDS: That is for the enhanced reporting
23 that would include additional details. As a
24 participating partner, the individual accommodations
25 owner receives it free.

1 MR. PATEL: Did they tell you that one property
2 was reporting in Jackson County?

3 MS. EDWARDS: You know, I'm sorry, Vick, I don't
4 have the details in front of me. But they identified
5 the number of properties, which again I think was
6 underestimated for Jackson, but the participating
7 properties, I believe, was only one or two.

8 And sometimes --

9 MR. PATEL: I have three.

10 MS. LANNING: I'm on it.

11 MR. PATEL: I have three.

12 MS. LANNING: There are at least four.

13 MS. EDWARDS: All of yours, Vick --

14 MR. PATEL: I love the STAR. It is a great
15 report. But so far what information you have got, I
16 don't know if it is right.

17 MS. EDWARDS: No. And I shouldn't have -- I
18 apparently misspoke if that was the case.

19 The overall impression, though, is certainly the
20 numbers are down. And I would be glad to share that
21 with anyone on the Board.

22 Given the population of the participants that we
23 have out there versus the number that are participating
24 right now, there is a huge potential.

25 And Clifford's point, there is no financial

1 commitment to them. What they are looking for is a
2 partnership and guidance in the market, a communication
3 network out to the industry.

4 And I personally think it is a great opportunity
5 for the TDA to take a leadership role in some of these
6 micro issues that are unique within the tourism
7 contingency and that they are not going to do on their
8 own and don't have the resources or time and interest
9 or even perhaps knowledge.

10 MR. MEADS: Going back to my question, there is
11 not a financial commitment, but there is an expectation
12 that we would be facilitator for an education to get
13 people involved; is that correct?

14 MR. JUMPER: Correct.

15 MR. MEADS: That makes more sense.

16 MR. JUMPER: Any other questions or comments or
17 discussion?

18 MR. PETERKIN: You have -- Is there a downside to
19 it?

20 MR. PATEL: The majority of the franchises are
21 going after the franchiser, they make you do it. They
22 make you do it.

23 So all the data is pulled from marketing PMS. I
24 don't have to do anything. They have their own system.
25 They pull it out every 90 days.

1 MR. PETERKIN: How would that work on an
2 independent?

3 MR. PATEL: You have to manage all the mom and pop
4 businesses. I can tell you now, when I had one --

5 MR. MEADS: I don't know how much change -- An
6 independent is not as simple as what he is talking
7 about. When you don't have your front office system
8 tied in, it becomes an additional accounting
9 responsibility.

10 MS. EDWARDS: I might just add that we are unique
11 unto ourselves because we are not the only market out
12 there that is our size that has independent properties.
13 And they do this all around the world.

14 I am very comfortable having them -- at least to
15 have the opportunity to come and respond to some of
16 those questions because there are certainly legitimate.
17 The smaller accommodations there are different
18 resources available.

19 The technology as it is isn't as onerous as it has
20 been in the past. At that point, any accommodation
21 owners can elect to participate or not.

22 But the TDA has been a -- would have been a
23 facilitator to the industry in offering these kinds of
24 tools and data.

25 MR. PATEL: As a TDA, the information gathered

1 would be great to know what our county is doing. For
2 me in getting the monthly reports, all I look at is how
3 are my competition is doing and what can I do to
4 increase it. That is what I do, and individually the
5 hotels.

6 But it is be a great report. But then I don't
7 know if the small businesses can or are willing to give
8 that information up to STAR.

9 MS. EDWARDS: We don't know until we ask.

10 MR. JUMPER: Okay. Any other questions, comments?
11 We need to move along.

12 Any --

13 MR. BELL: What would that look like? I mean, we
14 said the TDA would help accommodate and make the
15 process move forward. In what way? How would you do
16 that, contact all the property owners and say, "Are you
17 willing to participate with STAR?"

18 MR. JUMPER: Would you like me to respond?

19 MS. EDWARDS: You are welcome to. I have your
20 back.

21 MR. JUMPER: To me, what it would entail is
22 potentially sending out a letter on TDA letterhead in
23 support of STAR and the collection procedure and
24 partnering with them and locating a webinar place to
25 conduct their webinar and soliciting businesses to

1 participate in webinars; so mostly communication.

2 MS. EDWARDS: And Alex, at the end of the day they
3 are the ones that have that direct communication with
4 the accommodations and frankly can convince them to
5 participate.

6 I see our role as being the facilitator making the
7 opportunity available and providing that leadership.
8 They'll carry the water.

9 MR. JUMPER: Any other discussion, comments,
10 questions?

11 Okay. We'll proceed.

12 Any opposed?

13 So that carries.

14 Next, Stephanie, did you have another?

15 MS. EDWARDS: Just very briefly, this is a copy
16 that a lot of you also received at the last meeting.
17 And it basically just outlines the public relations
18 opportunities, relationship building that we might want
19 to pursue.

20 And I think the action item on this today is, is
21 if the Board concurs, we'll start putting the specifics
22 for the plan in place and ask you. It includes a lot
23 of what we are doing now or some of what we are doing
24 now.

25 But really I think it takes a more proactive

1 approach to making sure that we are educating our local
2 constituency, our local media, and it addresses the
3 county of course who are impacted by the success of our
4 tourism development.

5 And it is not by any means exclusive in terms of
6 not being able to do anything else. I know what it
7 does call for in terms time, quite considerable, which
8 I would like to see also spread out to other members of
9 the Board and have you all assume the positions of
10 being the personification of the TDA within your own
11 micro market.

12 So it is not anything that is I think unexpected,
13 but looking again for opportunity to reach out and
14 improve the education in general about what the TDA's
15 mission is, what our specifics activities are, and what
16 our plans are for the future.

17 Generally I think the action item on this we might
18 have to vote, Mr. chairman, on a general endorsement.
19 And then Julie and I can hit the ground and start
20 communicating.

21 MR. JUMPER: I will make a motion that we have --
22 Have we had this before? They have had this
23 document before?

24 MS. EDWARDS: It was passed out also at the last
25 meeting. I apologize, I was not able to attend.

1 MR. JUMPER: So I will make a motion that we
2 endorse this internal public relations plan.

3 Can I get a second?

4 MR. FERNANDEZ: Second.

5 MR. JUMPER: Any discussion?

6 MR. MEADS: Yes, I have some.

7 MR. JUMPER: Okay.

8 MR. MEADS: I think this needs to be vetted with
9 our present PR company so that we don't get into
10 overlap, so there is a clear understanding. It is not
11 that there is anything wrong with this, but I can see
12 some overlap right off the bat. And I have something
13 that is clear as almost part of a job description for
14 Pineapple and what the expectations and for the
15 executive director's stuff.

16 Because this is going to confuse everybody right
17 now as this is written, in my estimation.

18 MR. JUMPER: Okay.

19 MS. EDWARDS: And I would like to make a comment.
20 I perhaps should have made it clear at the outset, this
21 is really an image enhancement effort on the part of
22 the TDA. And the market that it intends to reach is
23 inward looking, inward focus.

24 This is not the market that we in the marketing
25 campaign in the broader sense. But certainly in

1 advertising it is not the visitors that we are
2 targeting here, it is really to build, to educate the
3 stakeholders of the community and of the County
4 including Government officials, the accommodations
5 owners, and generally speaking, as I recommended, the
6 residents.

7 So I would be very interested to talking with you
8 more about what you think is an obvious conflict. I'm
9 not sure I recognize that in here. That was certainly
10 not the intent to usurp any of the --

11 MR. MEADS: The obvious conflict to me is that
12 this has not been vetted. It hasn't been talked to
13 with our professional partners. It hasn't been talked
14 to or addressed in a marketing meeting, a committee to
15 really discuss it. The merits of it -- Certainly there
16 are merits to it. But this is a -- this is just so
17 overlapping, I think it is premature. I don't know
18 that it is helpful in its present form.

19 MS. EDWARDS: To clarify, it was brought up at the
20 marketing meeting, this same thing you talked about
21 research.

22 MR. JUMPER: I will withdraw my motion and make a
23 motion to table this document until we do take it to
24 executive. Let's table it to the next meeting. That
25 will give people time --

1 MR. MEADS: We need to look at it. There are
2 really good points.

3 MR. PETERKIN: You guys get together and put your
4 heads together. I think we need -- There are great
5 points, but they are only as good as somebody that does
6 them. So why don't you guys --

7 MR. JUMPER: Motion to table.

8 Is there a second?

9 MR. PETERKIN: Second.

10 MR. JUMPER: All in favor say aye.

11 (Board responds.)

12 MR. JUMPER: Any opposed?

13 Stephanie, great job. Certainly in my opinion
14 there is nothing wrong with this. We will get it into
15 marketing and get it back to the executive board and
16 take care of any -- if there are any conflicts or
17 issues to resolve those so that we can move forward.

18 MS. EDWARDS: Thank you.

19 MR. JUMPER: Good job.

20 Any other action items for the Board?

21 We are just about 10 minutes behind schedule. We
22 are going to be all right.

23 We are at public comments.

24 George, did you have anything for us?

25 PUBLIC SPEAKER: I would hope that you would bring

1 forward the issues that I brought to you in my
2 correspondence.

3 MR. JUMPER: Are you referring to your letter? I
4 received that about two days ago and I had it on email
5 for a few days.

6 But if you would like to address the Board with it
7 and share whatever thoughts you would like to, that
8 would be fine. The Board either will or will not
9 respond.

10 PUBLIC SPEAKER: I don't understand not
11 responding. If there is a negative response, then I
12 need to make some changes with what I submitted. I
13 hope you understand that.

14 MR. JUMPER: Absolutely.

15 PUBLIC SPEAKER: Have the members of the Board
16 received a copy of it to review?

17 MR. JUMPER: No, they have not.

18 PUBLIC SPEAKER: Will you be kind enough to let
19 the other members of the Board see it?

20 MR. JUMPER: After I have had sufficient time to
21 review it, yes.

22 PUBLIC SPEAKER: You know that there is a deadline
23 pending?

24 MR. JUMPER: Yes.

25 PUBLIC SPEAKER: I appreciate the consideration.

1 I would appreciate your consideration.

2 MR. JUMPER: Any other further comments?

3 PUBLIC SPEAKER: Yes.

4 And I hope the Board understands that I feel that
5 you all are on the right track, you are doing the right
6 things. And my intent is to provide an outside view
7 for you of how things are.

8 You are involved intimately over the course of the
9 month. I come here as an accommodations owner once a
10 month to see and hear what you say. My point is to try
11 and bring you an accommodation owner's perspective.

12 And like I said, I think you are making tremendous
13 strides. And I intend my comments to be a constructive
14 critique, not an attack as a previous session where my
15 voice gave the wrong impression. And I still apologize
16 for that from last summer.

17 I think you are off to a good start on
18 mountainlovers.com. But I do question and have a
19 questioned: Why are Tuckasegee and Whittier not
20 included as communities?

21 You know the numbers better than I do with regard
22 to the occupancy tax. But it does appear to me that
23 there are at least some six accommodations with mailing
24 addresses in Tuckasegee remitting the occupancy tax and
25 some 16 accommodations with an address in Whittier

1 remitting the occupancy tax; whereas Balsam and
2 Sapphire have only two or four accommodations
3 respectively remitting occupancy tax.

4 Should not the TDA's landing page include the
5 communities -- all of the communities that have
6 accommodations remitting occupancy taxes?

7 Another question I have is: Why is a link for
8 flyfishingtrail.com, a TDA owned site, not included on
9 mountainlovers.com? Don't we want to enhance search
10 engine optimization of all the TDA sites? And mutual
11 linking between sites is something that Google and Bing
12 and Yahoo look at.

13 I was glad to hear that new leads are coming in.
14 Julie, are those going to be available for the
15 accommodations to download?

16 MS. SPIRO: They have been every week, sir.

17 PUBLIC SPEAKER: Super. Super. Congratulations,
18 I think that is the way to go on that.

19 And I'm also happy to see that Google analytics
20 has been added to mountainlovers.com. And I think that
21 it will be nice to see the Google analytics reports for
22 mountainloversnc.com available.

23 I thank you for your time.

24 MR. JUMPER: Thank you, George.

25 Was there any --

1 Stephanie, could you look at the list? Is there
2 anybody else on that list to speak?

3 MS. EDWARDS: No, sir.

4 MR. JUMPER: Any other announcements?

5 MS. EDWARDS: I believe I sent this out in the
6 last two days.

7 And Clifford, I haven't had a chance to speak with
8 you. The Cherokee Summer Celebration was inviting --
9 and I wish to extend that to the folks of the TDA,
10 specifically they have a "Play On" presentation.

11 MR. MEADS: I think we just got that today or
12 yesterday.

13 MS. EDWARDS: It is a general announcement on
14 behalf of the Cherokee Summer Celebration on June 21st
15 at the Welcome Center. And they have extended
16 invitations.

17 Julie, you probably have gotten that too, for the
18 area chambers to participate. And I just popped it out
19 saying that I think it great to use "Play On."

20 And hopefully we will have the new visitor guides
21 and perhaps posters and such to raise the profile.

22 MR. JUMPER: Super.

23 Any other announcements?

24 Board, I appreciate your patience. We are about
25 five minutes over. I apologize for that. We will do

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better on the next meeting.

But thank you for your time and this meeting is adjourned.

(These proceedings were concluded.)

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: May 6, 2014

LAURIE COMBS DELOACH

	29:25;30:6;42:20; 43:17;46:20	Alex (4) 3:6;13:13;15:4; 42:2	10:10;11:12	10:20;19:8;20:3; 27:1,24,25;35:7,9; 39:10;41:20;46:15
\$	activities (2) 29:13;43:15	almost (1) 44:13	archiving (1) 5:12	bad (1) 29:20
\$12,000 (2) 10:15,23	actually (8) 6:23;9:16;11:13; 17:9;20:21;27:25; 32:10;33:18	along (3) 23:23;37:12;41:11	area (9) 6:21;13:5;16:11, 17:17;1:25;23;26:6, 19:50;18	BAKER (7) 15:10;16:14,17; 17:10,14,17;18:4
\$15,000 (1) 10:23	ad (4) 15:12,15,20,20	although (1) 30:8	areas (2) 14:3;19:19	Balsam (1) 49:1
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