

IN THE MATTER OF:

JACKSON COUNTY TOURISM  
DEVELOPMENT AUTHORITY

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Jackson County Tourism Development Authority

Board of Directors Meeting

Wednesday, October 16, 2013

1:00 p.m.

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Pursuant to Notice  
At the Cashiers Community Library  
Cashiers, North Carolina

Reported by:

Mary K. Stepp, Court Reporter

SPERLING & BARRACO, INC.  
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53 Orange Street  
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## A P P E A R A N C E S

## Board Members Present:

Clifford Meads, Chairman  
Jim Hartbarger  
Mary Lanning  
Stephanie Edwards  
Ken Fernandez  
Debby Hattler  
Cherie Bowers  
Robert Jumper  
Mickey Luker  
Brian Peterkin  
Darlene Fox, Finance Director

1           MR. MEADS: Welcome, everybody, to the meeting.  
2   Everybody has been in receipt of the agenda for today and  
3   the minutes of the last meeting. And we'd like to move  
4   for approval of both of those, if we could.

5           MR. HARTBARGER: So moved.

6           MR. MEADS: Do we have a second?

7           MS. LANNING: Second.

8           MR. MEADS: All in favor, say aye.

9           ALL: Aye.

10          MR. MEADS: Opposed?

11          (No response.)

12          MR. MEADS: Thank you. Ms. Fox, our financial  
13   report, please.

14          MS. FOX: Yes. The report for the month of  
15   September. Apparently have a cash balance of  
16   \$438,755.49. For the month of September, we collected  
17   121,675.61. The total revenues for the year is  
18   257,128.41. And expenses are 113,527.30.

19          MS. LANNING: Do we have copies of this?

20          MS. FOX: Yes.

21          MS. HATTLER: Can we have copies?

22          MS. FOX: We do. Sorry about that.

23          MR. LUKER: Darlene, what's the percentage of  
24   growth over this quarter of the fiscal year, as compared  
25   to last year's numbers?

1 MS. FOX: It's about 10 percent.

2 MR. LUKER: Really?

3 MS. FOX: Month of September was 13 percent,  
4 based on last year's numbers, not the current year.

5 MR. LUKER: Right.

6 MR. MEADS: Say that again, please.

7 MS. FOX: September's growth was 13 percent,  
8 based on prior year numbers. If you'll look on Page 4,  
9 you can see we collected 121,675.61. We had 156 units  
10 reporting. And I did a prior tax estimate to back out  
11 the extra percentage, which would equate to 91,256.71.  
12 So there's a 13 percent increase for the month of  
13 September.

14 MR. MEADS: That's --

15 MR. LUKER: Phenomenal.

16 MR. MEADS: That's impressive. That's very  
17 impressive.

18 MR. LUKER: That's why I asked it.

19 MR. PETERKIN: So not including the 1 percent?

20 MS. FOX: Yes.

21 MR. PETERKIN: That's what good weather does.

22 MR. MEADS: Had a month without rain every day.  
23 Well, that's good news.

24 MR. LUKER: You can stop right there.

25 MR. MEADS: All right. Anybody got any

1 questions of Darlene?

2 MS. HATTLER: Just one second. Give me one  
3 minute to go over this real quickly.

4 MR. MEADS: Yes.

5 MR. LUKER: So when we get to the question and  
6 answer section of that, do we have any -- Clifford, I'll  
7 make a motion to approve the financial report.

8 MR. MEADS: I think Debby asked for a minute or  
9 two just to go through this.

10 MR. LUKER: Shouldn't we do that in discussion  
11 session?

12 MR. FERNANDEZ: Why not just wait a minute?

13 MR. MEADS: Just wait, just in case she's got a  
14 question for Darlene, then we'll approve it.

15 MS. FOX: We have finished all the preliminary  
16 audit work with the auditors and should be receiving a  
17 report sometime -- probably the first of November.

18 MR. MEADS: How's that coming along?

19 MS. FOX: Good.

20 MR. MEADS: Good.

21 MS. FOX: It was a good year.

22 MS. HATTLER: Thank you for the extra time. I  
23 don't have any questions at this time, but thank you.

24 MR. MEADS: Okay.

25 MR. LUKER: I'll restate it. Make a motion to

1 approve it.

2 MR. MEADS: All right.

3 MR. LUKER: Let's resume.

4 MR. MEADS: Motion on the floor to approve. Is  
5 there a second?

6 MR. FERNANDEZ: Second.

7 MR. MEADS: And then all in favor say aye.

8 ALL: Aye.

9 MR. MEADS: Opposed?

10 (No response.)

11 MR. MEADS: Great.

12 MS. FOX: Thank you.

13 MR. MEADS: Thank you, Darlene. I've got down  
14 here under committee reports -- I thought, I was hopeful  
15 Alex was going to be here, and he's clearly not. I don't  
16 know if you have anything in the government's, Mickey, on  
17 your end?

18 MR. LUKER: Other than the contract that you've  
19 got in hand that has been approved by the governor's  
20 committee.

21 MR. MEADS: All right. I've got that further  
22 down. It's an action item. Probably the most important  
23 thing that we can do today is get the report from Debby  
24 Hattler on the marketing.

25 MS. EDWARDS: Can I ask you a quick question

1 under government?

2 MR. MEADS: Yes.

3 MS. EDWARDS: What is the process for the  
4 appointment or are you going to address that elsewhere?

5 MR. MEADS: Actually, the process of the new  
6 appointments, I've written everybody on the board and  
7 gave them a list that Chuck Wooten sent me to -- for the  
8 people that will be rolling off. They have an  
9 opportunity to express that they would like to stay  
10 active on the -- on the TDA board with which I've heard  
11 from one, and that was Ms. Hattler. At that point,  
12 once -- once I hear from people, yea or nay, we will send  
13 to Chuck the names that we would anticipate will roll  
14 off, and then the people that we would like to keep on,  
15 and then hopefully we would send some names of  
16 recommendations of people that we think would serve this  
17 TDA well.

18 MS. EDWARDS: And when --

19 MR. MEADS: It's the commissioners that are  
20 going to make the decision.

21 MS. EDWARDS: When will those appointments be  
22 made?

23 MR. MEADS: I understand, January 1.

24 MS. EDWARDS: There might need to be some  
25 clarification on that because I thought it was at the

1 November meeting for an effective date of January 1. My  
2 question would be, how would the board be soliciting and  
3 recruiting interested parties to fill those vacancies?

4 MS. MEADS: I don't know. I don't think that  
5 the terms become effective until January 1. Now, maybe  
6 in their December meeting they have to have a county  
7 commission vote on it. So, in fact, that they become  
8 effective.

9 MS. EDWARDS: Darlene, do you know? For some  
10 reason, I thought they didn't appoint at the December  
11 meeting.

12 MS. FOX: They have one in December, the first  
13 Monday in December. They cancelled the second one.

14 MS. EDWARDS: So either way, we may or may not  
15 have another meeting before they address that issue. I  
16 was suggesting it would be appropriate for the board to  
17 consider recruitment.

18 MR. MEADS: Yeah. We're going to need some  
19 folks, no question about it.

20 MR. FERNANDEZ: Was Alex going to talk about  
21 some of the folks that are not participating at that --  
22 you know, lack of attendance, things like that? I know  
23 that might open up additional vacancies.

24 MR. MEADS: Correct. Although, the ones that  
25 really kind of effects, Ken -- there maybe one or two



1 exceptions -- but the ones it effects are kind of already  
2 scheduled to roll off. I mean, I looked at that as well  
3 and thought, okay, well, let's --

4 MR. FERNANDEZ: Right.

5 MR. MEADS: Yeah.

6 MS. EDWARDS: Clifford, because the categories  
7 for those are so specific in the resolution, for those  
8 categories where they may not be a candidate that fits  
9 all the criteria, what considerations are being given to  
10 the creating of others that may fit another criteria, you  
11 know, another category that's currently filled? Does the  
12 board have a flexibility to make recommendations like  
13 that or do you know?

14 MR. MEADS: I think we have -- and, okay, let me  
15 just say that we're in uncharted waters, as far as I'm  
16 concerned. But I would like to think that we have the  
17 ability to do that and make recommendations and  
18 supportive statements as to why we think that that person  
19 could do a good job, even though he or she may not fit  
20 that hole or that criteria.

21 MS. EDWARDS: Uh-huh.

22 MR. MEADS: Because it's hard enough. I mean,  
23 originally we started out suggesting 7 and 9 members, now  
24 we're up to 15 members. And every indication that I have  
25 had with Jack Debbin (phonetic) and the commissioners is

1 they are willing to listen to us. They may not take our  
2 suggestions, but they will listen to us.

3 MS. HATTLER: Do you think that we'll know after  
4 the November 21st working meeting, the numbers that we  
5 have to work with, so we know what we're -- what we need  
6 to --

7 MR. MEADS: Yeah. And I'll tell you what I will  
8 do. Let me write Chuck Wooten and get a timeline.

9 MS. HATTLER: That, I think, would be very  
10 helpful for all of us.

11 MR. MEADS: And what -- clarification as to what  
12 we can and can't do. I mean, if he says, "submit  
13 recommendations," it will be pretty easy, but I don't  
14 think they are going to say that.

15 MR. FERNANDEZ: No.

16 MR. MEADS: Okay. Anything else? Ms. Hattler?

17 MS. HATTLER: Okay. On the marketing report  
18 front, just to reiterate a few things that we have gone  
19 over. The quarterly letter will be going out next week.  
20 We wanted to wait until this meeting was accomplished and  
21 to be able to put all the updated information that was  
22 voted on here at this meeting in the newsletter. It will  
23 also include links to press releases, so that all of our  
24 members will be able to click on the links and see all  
25 the press releases that have been issued for that

1 quarter.

2 Julie and Stephanie have been very helpful in  
3 sending me those links to all the different magazine  
4 articles, newspaper articles, everything else that we  
5 have had. So I think it's also a way of sharing what  
6 we've accomplished with our members. So we're happy  
7 about that.

8 The -- we are working on an RFP for PR. Darlene  
9 was kind enough to put one together. We do have some --  
10 I sent this to the marketing committee, and I will send  
11 it out to all the board. We need to tweak it a little  
12 bit. There's some things that everybody would like to  
13 see a little bit further reach. As you mentioned,  
14 Darlene, our target markets. You have some questions  
15 about that, so we have some answers for you. So I'll get  
16 those questions to you. And if anybody else has any  
17 input that you'd like to see in the RFP, to please let me  
18 know and I'll give them to Darlene. So thank you,  
19 Darlene, for starting with this.

20 Also, we have Anglers & Appetites is going to be  
21 here next week. They will be dealing -- they will be  
22 fishing the flyfishing trail for the 19th and 20th, and  
23 they are going to be doing four shots there. They are  
24 also going to be coming back up the following weekend to  
25 handle the 26th and 27th for the eating portions and the

1 resorts and fishing on Lake Glenville. They will be  
2 shooting commercials for the four members that have been  
3 asked to support this campaign to do a commercial on the  
4 27th, and they will also be back on the 28th.

5 One more thing with the Anglers and Appetites,  
6 the TDA will have two ads we are going to now prepare,  
7 with the help of Stephanie and Julie and the marketing  
8 board and all of you. If you'd like to help us on the  
9 board, we need to come up with text for our ad. We feel  
10 that we're going to have enough filming done during the  
11 show to have enough shots of our county, but we do have  
12 to have text. So if you have any specific things that  
13 you'd like to see in this text or encompassed in that,  
14 please let the marketing committee know and we will have  
15 this all out to the board for approval.

16 This does not have to be done before  
17 October 27th, as the ads will not be run until the  
18 spring. But it's something that we probably should  
19 accomplish before the first of the year, so this is done  
20 and wrapped up. This is an exciting event for us to have  
21 and everybody is looking forward to welcoming them to our  
22 county. I think that would be great.

23 We have gone over the 19 -- 2014 ad placement of  
24 Townes, Lavidge media placement. It's been tweaked two  
25 or three times. This will be presented, I think, later

1 in the meeting; is that correct, Clifford?

2 MR. MEADS: Yeah, we can do it under the action  
3 item. You can present them.

4 MS. HATTLER: So this is -- we've been working  
5 hard, going back and forth on this, trying to reduce  
6 some of our cost. And as to the commitment of the TDA  
7 and what we're to accomplish, it's to -- instead of  
8 having separate ads for Sylva and Cashiers, we're going  
9 to be combining into one ad. And the placement of the  
10 logo and the design of this ad is going to be started  
11 pretty -- the creative part of that work will be started  
12 pretty quickly and revised. That's showing now.

13 There still will be placement of ads for  
14 specific markets, such as fly fishing, trail map, and ads  
15 that will still be of the Jackson County ads that's  
16 currently in place. And there are a couple of other  
17 ones, very few, of the Southern Trout Fishing, that is  
18 just for the flyfishing, and that's really directed just  
19 towards the Sylva flyfishing market. But everything else  
20 will be combined. So we're real excited about that, and  
21 looking forward in accomplishing that goal.

22 We've also asked for some requests from MaryAnn  
23 Baker. She sent us a -- just an informal proposal for  
24 social media. So we'll have an idea when we go to our  
25 agencies that we choose, we have an idea of the cost that

1 could be involved, just to give us a little bit more  
2 detailed information and to make a good decision on the  
3 marketing plan.

4 Let's see. The other thing, we have -- I'd like  
5 to introduce everybody on the board, if you weren't  
6 there. We had a meeting with the Brandon agency that was  
7 here. We have Barry Saunders with us from the Brandon  
8 agency to answer any questions that you might have, when  
9 we get to the action item on the agencies involved. He  
10 was here and did a wonderful presentation for the  
11 marketing committee. These forms and all the information  
12 are in your folder.

13 He also brought with him, which we -- which was  
14 asked for me -- asked from the Executive Committee, a  
15 marketing plan or what we would see in a marketing plan,  
16 a finished marketing plan. He has done this. It's  
17 something for our review. And he will take this back.  
18 I'm going to pass this around and at your convenience,  
19 just go through this. This is what a full composed  
20 marketing plan will look like.

21 And that's it. We're working hard and we look  
22 forward to moving forward. Any questions?

23 MR. PETERKIN: What's our timeline for selecting  
24 an agency?

25 MS. HATTLER: Uhm, that's something I think

1 which is going to be coming up for discussion.

2 MR. MEADS: Which agency, Brian, the PR or the  
3 one that does the plan?

4 MR. PETERKIN: I think both. We need to --

5 MS. HATTLER: I think the -- one of the  
6 discussions that we've had at the marketing meeting is do  
7 we want to continue to do piecemeal, do we want to do a  
8 public relations, do we want to do a social media, do we  
9 want to do a print meet media, or do we want to go ahead  
10 and have our marketing plan and have this all  
11 encompassed. One agency takes care of these items, which  
12 is what I thought we were working towards. Having this  
13 done to really bring it all together to give us focus and  
14 direction of where we're going with our marketing plan  
15 and how to spend our advertising dollars in an  
16 appropriate manner.

17 MR. PETERKIN: So is that what you think we  
18 should do?

19 MS. HATTLER: I do, yes.

20 MR. PETERKIN: And so we're down to two  
21 companies.

22 MS. HATTLER: We have them down to two  
23 companies. And we had presentations.

24 MR. FERNANDEZ: Does anybody need one of those  
25 books? I was very impressed by the last presentation.

1           MR. MEADS: To answer your question, we will act  
2 today on selecting which committee to write a marketing  
3 plan. We've got to get a marketing plan ready. I mean,  
4 there's no question about it. And what -- for those that  
5 may be a little bit confused, what has happened between  
6 the last meeting and this meeting, because we talked  
7 about PR at the last meeting with Craig and Pineapple and  
8 MaryAnn, and that kind of stuff. But since that meeting,  
9 Craig has resigned. So we are PR-less right now. And,  
10 personally, I think that that's not a good thing. I  
11 think this is where the seeds go into the ground for next  
12 spring. And the sooner that we figure out our PR  
13 component, the better off we're going to be. So that  
14 bubble to the top grew fast through no -- you know, what  
15 we could not avoid.

16           MR. PETERKIN: So just to clarify that, again,  
17 to get to a marketing plan, we need to decide on an  
18 agency, correct?

19           MS. HATTLER: That's correct. To write a  
20 marketing plan.

21           MR. PETERKIN: So Step 1 is decide on an agency?

22           MS. HATTLER: That's correct.

23           MR. MEADS: To write the plan, yes. It does not  
24 have to be in conjunction with our PR effort.

25           MR. PETERKIN: Okay.



1 MS. EDWARDS: But it could be.

2 MR. MEADS: It could be, absolutely. There's  
3 agencies that claim that they can do that. And there  
4 could be conversations as to why PR companies, that's  
5 what they do, is a better option. And we'll have to have  
6 that as the PR commitment.

7 MR. PETERKIN: Okay.

8 MR. MEADS: So --

9 MS. HATTLER: I think it was the discussion at  
10 the executive board meeting that was called regarding  
11 this, it was proposed that we go ahead and go with  
12 Pineapple. And it was, I think, the majority of the  
13 Executive Committee that we don't do that. That  
14 everybody strongly felt that we should do an RFP and not  
15 just go with this company. And really go out and look  
16 and make sure that we're making the right decision.  
17 RFP -- Pineapple came in with double the current budget  
18 for PR for the year.

19 So that was a concern, also, that we really  
20 needed to look with detail, even though it might take us  
21 out of the public relations for a couple months, as  
22 everybody in the committee or most people in the  
23 committee felt that this was a time to really go into  
24 this and do it appropriately, without just jumping in.

25 And we were -- everybody is winding down as it

1 is. And yes, we do probably miss something, but we can  
2 also do some press releases ourselves to cover this time  
3 frame.

4 MR. MEADS: All right. Anything else for Debby  
5 or the marking committee?

6 ALL: (No response.)

7 MR. MEADS: Great. Thank you, Debby. Well,  
8 then, we'll just jump into the writing of a marketing  
9 plan. As we just discussed -- and we know that there are  
10 two agencies that have put a proposal on the table. And  
11 it is my belief that there is a need to get a plan put  
12 together as quickly as possible, as thorough as it can  
13 possibly be, so that we fulfill the mandate in our  
14 resolution to have a county-wide plan.

15 Some people in the room have a preference for  
16 one or the other, myself included. But my biggest  
17 preference is that we move forward and we get a plan  
18 going. There's nothing in the media -- suggested media  
19 plan that is anything much different than what we've  
20 done. And there isn't anything in there that we can't  
21 change as we go along, once the marketing plan is  
22 unveiled and we start taking a look at some new tactics  
23 to go after growing the economic pie.

24 So however we want to start on this. And maybe  
25 I'll have you lead off, Debby, because you're -- your

1 crew had both the folks in here.

2 I think it's pretty even myself with what  
3 Brandon said that they would produce, pretty much mirrors  
4 what BCF said they would produce. The numbers are not  
5 that far apart. And I think it's time to make a  
6 decision. Because whatever decision we make won't be a  
7 wrong one. It's if we don't make a mistake -- I mean, if  
8 we don't make a decision, there is one. So, Debby, you  
9 want to jump in?

10 MS. HATTLER: Okay. Everybody has the proposal  
11 from BCF. If you don't, let us know, we can get one.  
12 We'll have some more for you. This is the revised  
13 revision from BCF. They came in at first without  
14 including a media marketing plan for us in their cost.  
15 They have come back, they have agreed to do a media --  
16 typical media print marketing plan for us. Including in  
17 their cost, their total cost estimate is \$14,000.

18 We had a couple of questions at the last meeting  
19 of BCF and I have the answers. I asked the question, and  
20 was asked to ask Greg Ward at BCF, "What research is  
21 going to be done and will it be included in the cost for  
22 a recommended media plan?" And his response, which was  
23 given to me on September 24th, "At this time, we are not  
24 proposing any formal intercept studies. And at this  
25 time, because the window for good data for key spring/

1 summer has passed. That said, there are other things we  
2 can do to make sure the recommendation targets the right  
3 people at the right time.

4           And these are our thoughts: Initially, we will  
5 do a deep dive into web analytics, not only for  
6 mountainlovers.com, but also for cashierschamber.com.  
7 This will provide insight providing markets that express  
8 interest and at what time of the year. We will also send  
9 an informal survey to hotel properties to get a better  
10 understanding of the origin of markets.

11           Additional research may be needed in the future,  
12 where we harvest hotel booking data through a third-party  
13 vendor to get a more detailed understanding of booking  
14 window, length of stay and data PMA."

15           My second question was, "What research will be  
16 done to identify our targets, market audience, and market  
17 area?" His response, "Media will leverage our data,  
18 resources and availability research, such as MRI,  
19 Scarborough Nielsen, and Avatron, to develop a profile of  
20 large off-the-target audience within each target market,  
21 including lifestyle, media consumption habits. As all  
22 clients, campaigns, audiences and markets are not created  
23 equal, all of our plan must be calculably tailored to be  
24 as efficient and effective as possible.

25           For example, adults 35 to 54 in Charlotte may be

1 a heavier indigenous consumption, while adults 35 to 54  
2 in Roanoke may be into more print."

3 I went back with him and asked to the question,  
4 "Is the specific research included in the cost?" And he  
5 came back -- and I just got the text this morning --  
6 saying that, if we could go to the hotels and speak to  
7 the hotels, the proprietor of the hotels, to do the work  
8 and ask our clients where their -- where the bookings  
9 came from, where their demographics of their clients are,  
10 and they would provide the information to BCF, there  
11 would be no charge. If they have to come in and have  
12 somebody on site to do this, there would be an additional  
13 charge.

14 The brandon agency came in. We asked them  
15 specifically for a marketing plan, which you see here.  
16 They came up and did -- and gave us, as did BCF, a  
17 presentation. Their price to do the -- prepare a  
18 marketing plan is \$10,000. And it's the same -- same  
19 as -- it's giving us all the information we need for  
20 media, paid media, website information, social media, and  
21 public relations and content development.

22 Mr. Saunders asked if he could be here today.  
23 And he spoke to the marketing committee, suggested a  
24 budget allocation. Also, showed where marketing --  
25 different magazines, pay magazines, for our different

1 client. And, also, specific sheet showing exactly how  
2 they do internally on their marketing, their marketing  
3 plans, and what they do, and what they follow, and how  
4 they can give us results.

5 Both companies or all companies for paid media  
6 have requested everything is signed off. So we make sure  
7 that we have everything covered completely from Townes to  
8 BCF to Brandon agency. So that's something that we need  
9 to have for Darlene, so we can encumber the funds for the  
10 budget for the following year. So that's really,  
11 basically, the two -- as you were at the last meeting, we  
12 had information that came from the Brandon BCF. Clifford  
13 has some here. But I'm sure you all saw the other  
14 information that came from -- in from BCF. I don't have  
15 a copy of that. Clifford, you were going to get it from  
16 the office, but you got the wrong information.

17 MR. MEADS: Well, I got part of the marketing  
18 plan that they did for -- an example of a marketing plan  
19 that they did for a property, which has all the same  
20 bells and whistles that they all have and segmentation of  
21 it. What Caroline couldn't find for me was the  
22 spreadsheet of where they suggest media goes month by  
23 month, you know, almost identical to what a good agency  
24 should provide us. It's a road map that we can click off  
25 and says, "Okay. These things are in place and good."

1 And that was at the last board meeting, but Caroline  
2 couldn't get her hands on it.

3 MS. HATTLER: Does anybody have any questions of  
4 Barry Saunders, while he's here from the Brandon agency?

5 MR. LUKER: Debby, did the marketing committee  
6 come to a consensus amongst themselves of what they would  
7 recommend?

8 MS. HATTLER: We had our meeting this morning.  
9 I don't think we asked that question. We felt that it  
10 was more for us to propose to you. We feel that these  
11 are the two agencies that have given us the information  
12 that we've requested. We feel that we now have apples to  
13 apples for everybody to look at and be able to decide.  
14 Which, you know, we should -- we definitely have enough  
15 information to decide between one and the other agency.

16 MR. LUKER: Uh-huh.

17 MS. HATTLER: I know some of us have strong  
18 feelings one way or the other, but we wanted to bring it  
19 to --

20 MR. LUKER: Would it be out of order? I mean,  
21 I've been on a couple of medical appointments lately.  
22 I've been in the north. And I've heard a lot from BCF.  
23 And I only got to meet Barry very shortly. He came by  
24 the store one day and stopped and we talked for a little  
25 while. But other than that, would it be -- would it be

1 out of order to give him a minute or minute and a half to  
2 say, "Hey, this is me and do you have additional  
3 questions or" --

4 MS. HATTLER: I think that would be fine.

5 MR. MEADS: I don't have a problem with that.  
6 As long as it's a minute or a minute and a half.

7 MR. SAUNDERS: Yeah, that's fine. Thank you,  
8 Brian, for letting me be here today. A minute and a  
9 half. Okay.

10 MR. LUKER: Go.

11 MR. SAUNDERS: The Brandon agency is really  
12 our -- our DNA. Our roots are in destination marketing.  
13 We've been practicing that for 54 years with our roots in  
14 Myrtle Beach, and that's how we got started. And so  
15 Myrtle Beach is today a large part because of our  
16 marketing efforts, co-op marketing, America's No. 1 golf  
17 destination, hotel co-ops, marketing attractions, and all  
18 that. But we have grown our footprint. We have an  
19 office in downtown Charleston. We have an office in  
20 Charlotte. And that's the office that would service this  
21 account.

22 We have a designated account manager, Wendy  
23 Burrell, who was at our presentation. She's less than  
24 three hours away. She can be your go-to person for all  
25 the marketing programs that our agency delivers. That's



1 a little bit about us.

2 We worked for other DMOs or TDAs, whatever you  
3 want to call them. Beaufort Chamber of Commerce. Their  
4 task with marketing, travel marketing for the destination  
5 of Beaufort. They, in their letter of recommendation  
6 from the Executive Director Ralph Wells -- and there's a  
7 lot of parallels. Beaufort was at ground zero, just like  
8 you guys were. And we started them from scratch and set  
9 up the metrics, the plan, all the tools you need to do an  
10 effective marketing program, integrated marketing. So I  
11 think there's some similarities there. There's a letter.  
12 And if anybody wants to call Ralph Wells and get some of  
13 his personal opinions about how we've done that would be  
14 fine.

15 We also represent the Wilmington, North Carolina  
16 CVB. So with that said, we're already engrained in North  
17 Carolina travel marketing, working with the State of  
18 North Carolina on their co-ops programs. We have a  
19 pretty good understanding of the North Carolina traveler.  
20 This is mountains, not coastal. Our agency does have  
21 some pretty good mountain experience. We launched the  
22 reserve at Lake Keowee, which is probably less than 45  
23 minutes down the road from you guys. And we were their  
24 agency of record for several years. So we have had some  
25 good experience in mountain marketing, so to speak.

1           But our bread and butter is travel marketing.  
2 We take the approach of intercepting the consumer at the  
3 point of research. So when they are in the travel  
4 planning mode, we put our clients in front of them. And  
5 from there we try to capture an e-mail and address and we  
6 try to harvest the intent, so that we lead that  
7 researching potential traveler, bring him to you and to  
8 your website. And then from there that lead is funneled  
9 out to both chambers or to individual properties.

10           So that's done through integrated marketing and  
11 done -- many, many years of that. 40 percent of our  
12 clients are travel clients. So we have DMOs like  
13 yourself, we have resorts, we have hotels, we have  
14 attractions, we have festivals, we have creative  
15 marketing co-ops. And we really understand the dynamics  
16 involved in getting a group of people like this to work  
17 together for everybody to have the single vision.

18           You already have the brand "Play On." So we  
19 would embrace that, bring it to life, but more  
20 importantly get everybody in this room to work together,  
21 to foster, buy in, cooperation, so that we can all work  
22 together to achieve our goals.

23           And we're huge on tracking. With a brand new  
24 DMO like this, you're going to be held accountable to  
25 what you spend and the results, and we understand that.

1 So we know that we need to make you look good. The only  
2 way we can do that is to track everything we do and  
3 report the results.

4 We -- we are -- we approach this as a partner,  
5 not a vendor. We like to roll up our sleeves and work  
6 with you, beside you. We would attend your meetings at  
7 least once a month, in person. We would together come up  
8 with strategies with your buy in. We would do as much  
9 research as we could. So our thought was to initiate the  
10 marketing plan process and have that done by  
11 Thanksgiving. That would not allow us to do any new  
12 research. We would have to take whatever research is  
13 available and we would deliver a plan, what you see  
14 there. That's a sample. That's the end result.

15 We would like -- and a parallel path to start  
16 developing the creative that would promote "Play On."  
17 How does it look? What does the ad look like? How does  
18 it -- what's the -- what's the visual identity for  
19 Jackson County with the "Play On" identity. So we'd like  
20 to be developing that on a parallel path starting as soon  
21 as you allow us to.

22 And all this would allow us to start actually  
23 marketing, generating leads, inducing visitors to the  
24 area in January of 2014. That just seems like a good  
25 timetable. Kind of in the off season. Now is the time

1 to build our marketing structure, build a creative  
2 campaign, build a website, and get ready for 2014. And  
3 we can start as soon as you would like us to.

4 The documents you have, I just want to make sure  
5 you understand. The first page was how we would allocate  
6 media for Jackson County TDA across print and online.  
7 The backup sheets are not recommendations for Jackson  
8 County, they are sample media plans, reports, and  
9 tracking reports for another client. So please don't  
10 look at that as our media recommendation. That's what a  
11 plan would look like. That's how we would hit our  
12 deadlines, be on time, on budget, and all the things that  
13 we have to do. And I think that was about a minute and a  
14 half, so thanks for the opportunity.

15 MR. LUKER: Thank you.

16 MR. PETERKIN: How do you feel about outdoor  
17 media? I know it's not in either one of those things.  
18 Billboards, how do you feel about that?

19 MR. SAUNDERS: It has a directional context.  
20 Absolutely worth doing. A lot of times outdoor doesn't  
21 get the recognition because people remember seeing you on  
22 an outdoor board. And then a week later, they might go  
23 to Google and type in a search for what they saw. But  
24 rarely does outdoor get the credit it deserves because  
25 usually it stimulates some type of action going to the

1 website.

2           You know, but I think, again, in key inbound  
3 travel corridors, it would make a lot of sense to have an  
4 outdoor presence.

5           MR. PETERKIN: I just noticed that at our place,  
6 there's tons of people that just happen upon Cashiers.  
7 Like, God, I just found this place. And they are driving  
8 around. But you never see on any of these -- you never  
9 see it as a possible way to --

10           MR. SAUNDERS: Good example is Wilmington, North  
11 Carolina, the I-40 corridor. That's a direct shot into  
12 Wilmington. So that's where it would make a lot of sense  
13 to have some kind of presence. So we would identify the  
14 same kind of corridor -- inbound corridors within a two-  
15 or three-hour drive radius, figure out what makes sense  
16 as part of the overall media plan.

17           MR. PETERKIN: So, when you were talking about  
18 apples to apples, I'm a little confused. So now we've  
19 got two groups. And one has a \$14,000 fee for the plan,  
20 another has 10-. Time tables are similar. You had 250  
21 grand here. Did you just pull that number out of the  
22 hat?

23           MR. SAUNDERS: Yes, I did. That's how we would  
24 allocate -- if the true media -- paid media budget was  
25 250-, that's how we would allocate it.

1           MR. PETERKIN: That's how you'd allocate it. Do  
2 we have a number you're thinking about?

3           MS. HATTLER: For advertising it's --

4           MR. PETERKIN: For the whole plan.

5           MS. HATTLER: For the whole plan, yes, we do. I  
6 don't have the budget.

7           MR. PETERKIN: Does' anybody know that number?

8           MS. HATTLER: I think it's 248-, 265-.

9           MR. MEADS: It's around 260-. In that  
10 neighborhood.

11           MR. PETERKIN: That's for the whole --

12           MS. HATTLER: That's just the advertising.  
13 That's not PR. That's just advertising.

14           MR. PETERKIN: Okay.

15           MS. HATTLER: Paid media, things like that, but  
16 not PR.

17           MR. PETERKIN: Okay. And I guess the other  
18 group can be ready by Thanksgiving or something like  
19 that?

20           MS. HATTLER: They said four to six weeks in  
21 their plan. About the same thing. Four to six weeks.  
22 Approximate anticipated timeline, four to six weeks from  
23 kickoff.

24           MR. PETERKIN: Okay.

25           MS. HATTLER: Any other questions for Barry?

1           MR. JUMPER: Deb, was either candidate -- were  
2 they ever given the Townes, what we're working off of  
3 currently?

4           MS. HATTLER: No.

5           MR. JUMPER: Okay. Thank you.

6           MS. HATTLER: They were not.

7           MR. PETERKIN: You mean, what ads we're placing  
8 now? I didn't understand your question.

9           MR. JUMPER: Uh-huh.

10          MS. HATTLER: Okay. Well, thank you, Barry.

11          MR. SAUNDERS: Thank you, everyone. Very much  
12 hoping to work with you.

13          MR. PETERKIN: Okay.

14          MR. MEADS: All right. So should we have group  
15 discussion here?

16          MR. FERNANDEZ: Does anybody have marketing  
17 background? I assume -- what are your thoughts?

18          MR. JUMPER: My thoughts?

19          MR. FERNANDEZ: What's your gut?

20          MR. JUMPER: Well, and I said this in the  
21 executive meeting. The -- they are very similar. They  
22 do seem to -- now that we have paperwork that is  
23 comparable on both sides, they do both seem to have a --  
24 have good experience and good track record. What I  
25 brought up in executive is that the Brandon agency, to

1 me, just my personal opinion, has been very responsive  
2 and very -- they were -- they have shown a proper concern  
3 in approaching this project. Even to the point -- I  
4 wasn't able to attend the meeting. Well, they -- they  
5 sought me out and they presented a WebEx to me so I could  
6 see what you all have seen.

7 MR. LUKER: Barry done the same thing with me as  
8 well.

9 MR. JUMPER: So I -- you know, in the process of  
10 getting -- getting -- getting that process through, I was  
11 impressed that, for one, they knew the technology and  
12 they were comfortable doing that with me and that they  
13 did do follow-ups. I have a good sense of them. I have  
14 an okay sense of BCF. However, apples to apples, equal  
15 experience, they are the -- the Brandon agency comes in  
16 at 10,000. And while 4,000 may not be a lot to some, I  
17 think that's a significant number. You know, if you go  
18 by percentage, that's a pretty significant number. So  
19 my -- my recommendation -- and later, when it comes time  
20 to do that, my move will be to go with the Brandon  
21 agency.

22 MR. PETERKIN: How do they charge move it  
23 forward? So, like, 10,000 gives us the marketing gig.

24 MS. HATTLER: Uh-huh.

25 MR. PETERKIN: Then do they charge like an



1     override on the ads? How do they make money?

2             MS. HATTLER: On print ads, it's something,  
3     that's with the -- with Lavidge, this is the print media  
4     for 2014. If we go through this and approve this, all  
5     the advertising dollars for this would go to Lavidge. So  
6     they are paid by the placement of ads.

7             MR. JUMPER: They get a percentage.

8             MR. PETERKIN: So would these guys not get  
9     anything for next year?

10            MR. JUMPER: You're talking about these folks?

11            MR. PETERKIN: Any of them. I mean, Lavidge  
12     would, but the two guys we're considering, why would they  
13     do that?

14            MR. MEADS: The ticker would start, I believe,  
15     no matter who we would select, is when we start  
16     developing creative.

17            MR. JUMPER: Well --

18            MR. MEADS: Once creative is developed, there's  
19     dollars there for that. And then the placement, if we  
20     choose them to do that, is the 15 percent on everything  
21     that's placed.

22            MR. JUMPER: At the end of the \$10,000, what  
23     they will do is give us this and then say, "Here, you can  
24     place these ads."

25            MR. MEADS: Right.

1           MR. JUMPER:  If we say, "Well, we don't want  
2 you" -- "we don't want" -- "we want you to place the  
3 ads," then they will go back and there is an agent --  
4 there's an agency price to buy and then there's a  
5 straight buy price to buy.  And it's different because  
6 the media provider understands that people hire agencies  
7 and they have to build in a percentage for them to take.  
8 So that's -- that's how they get their money.  If they --  
9 if they choose -- if we choose to allow them to buy for  
10 us.  But at end of the 10,000, what they will do is give  
11 us the marketing plan, media plan, and say, "Here you go,  
12 this is yours."  What we do beyond that is up to us.

13           MR. PETERKIN:  So the fees that will -- I'm just  
14 trying to get a handle.  I think you're right, I think we  
15 have to be cognizant of the fees, because we've already  
16 gotten a lot of scrutiny for the plan thing.  So we got  
17 the 10,000, 14,000, but the big numbers moving forward,  
18 theoretically, I guess they should be similar?

19           MR. MEADS:  Probably.

20           MR. PETERKIN:  Depending on how it -- it's  
21 probably an hourly rate on the creative.  I mean, I guess  
22 we should -- do we have --

23           MS. HATTLER:  We have all that.  We have that  
24 from -- all the information that was given out by Brandon  
25 before, when they did their proposal with BCF at this

1 same meeting was all handed out and that was about what  
2 they charged and presented you was what they charged.

3 MR. PETERKIN: So they are pretty much the same  
4 you feel?

5 MS. HATTLER: I haven't seen anything from BCF  
6 on their total cost for a full agency. I haven't seen  
7 anything. I don't think they have produced anything yet  
8 for a -- what they would charge for moving forward.

9 MR. MEADS: I don't know that I've seen anything  
10 either because when we got -- when we first engaged them,  
11 it was on the brandon side, so it really didn't come into  
12 play. So I haven't seen anything either. I've got to  
13 believe they are close to each other.

14 MS. EDWARDS: Yeah, I would have to think that  
15 the industry standards would pretty much drive those.

16 MR. PETERKIN: Okay.

17 MS. EDWARDS: During the marketing committee  
18 meeting, he mentioned that they were very flexible. They  
19 were also budget sensitive. And with their experience  
20 with other DMOs, they can look at our needs and look at  
21 our resources and provide a plan accordingly.

22 MR. MEADS: Okay. Anybody else?

23 MR. FERNANDEZ: As our marketing director, what  
24 is your feeling?

25 MS. HATTLER: As the marketing director, my

1 feeling is working with both the agencies and talking to  
2 them, and looking through what they have done, I feel as  
3 Robert does. I feel a connection through the Brandon  
4 agency. I felt they have been extremely responsive to  
5 what I've asked them to do. I think they have shown  
6 tremendous -- I mean, he -- he asked if -- I did not ask  
7 him to come to this meeting. He said, "I really would  
8 like to come to this meeting." There are people that I  
9 haven't met and do a presentation or be there just for  
10 questions.

11 BCF, Clifford's had more direction with them. I  
12 wasn't involved with them until very recently, when the  
13 logo came out and requested a logo to be done directly.  
14 And then had some questions that were directed at the  
15 last meeting to ask them. I received that response that  
16 you have. I did ask them if -- I did receive another  
17 e-mail asking me if there was any other information,  
18 that's when I went back and asked for the information  
19 regarding the cost of research, and I received a text on  
20 that. So I've never really spoken to them. I have  
21 received texts and they have replied in that or in e-mail  
22 form.

23 So my recommendation, what I personally feel is  
24 the Brandon agency would be the direction I would go, I  
25 would recommend.

1           MR. LUKER: I think I agree with Robert. As I  
2 was saying earlier, Barry sought me out. And, I mean, I  
3 was not in the shape to really be able to take a long  
4 presentation or whatever. And he offered media avenues.  
5 Hey, later we'll have a web conference or whatever and  
6 done some follow-ups. I mean, I was -- that part of it,  
7 I will to have say that I was impressed with how far  
8 and -- you know, big thing is -- I'm like Robert, as much  
9 as even that, that's more of a personal basis of getting  
10 it. But looking at the percentage, you know, when you  
11 look at it. Okay. 10,000, 14,000. But when you're  
12 looking at a percentage with what is the difference up  
13 there. And, I mean, a lot of it is industry standard. I  
14 mean, as Stephanie mentioned a moment ago, when you go  
15 through a lot of it, cost, things like that, I mean,  
16 it's -- a lot of it is industry standard, so --

17           MR. PETERKIN: Is it a benefit to -- you know,  
18 they are Myrtle Beach, so they are beach people. Is it a  
19 benefit that they don't after lot of mountain clients or  
20 would you want to have somebody that has more mountain  
21 clients or does that put you in competition?

22           MR. HATTLER: I think that puts you in  
23 competition. I think that they have Lake Keowee, that's  
24 close to mountains. I think maybe, as I would refer to  
25 Robert because he has a lot more marketing experience

1 than I do, that the basic research, everything that's  
2 done is pretty standard, but yes, a lot of state  
3 information. I think our demographics are going to be  
4 different than the beach areas, but I think they know  
5 that. I think they both know that. I mean, they both  
6 realize that they need, you know, to -- this is a  
7 specific market that we -- they need to deal with.

8 MR. JUMPER: And for me more importantly than  
9 beach versus mountain is that they have DMO experience.  
10 They are -- I mean, it's just like, Wilmington, Myrtle  
11 Beach. And they are not -- they are not -- it's not Bug  
12 Tussle. I mean, it's success stories that they are  
13 giving us and success stories that we can actually -- I  
14 mean, if you want to go anytime, just take a look. You  
15 can take a look. So the DMO experience that the Brandon  
16 agency brings is impressive to me.

17 MR. BOWERS: I think in the beginning BCF had  
18 some, also. Not in North Carolina, but they had some  
19 huge ones.

20 MR. PETERKIN: How about the BCF sort of head  
21 start to some degree. They have been up here,  
22 interviewed people, they have been at it. Does that -- I  
23 mean, will that information be shared? Can it -- I guess  
24 we bought it, right?

25 MS. HATTLER: I think we did buy it. I think

1 that -- I think one of the things that -- and my -- and I  
2 explained this at the Executive Committee meeting, one  
3 thing that I feel why I would prefer the Brandon agency,  
4 because I feel they are just -- they are here. Like they  
5 say, they roll up their sleeves, work down, work with us,  
6 being involved in our decisions and different things like  
7 that. But I think that we did, we bought it. As we  
8 would do the marketing plan, we pay for the marketing  
9 plan, and that's -- that's our stuff. We own it.

10 MR. PETERKIN: So all that stuff we share?

11 MR. MEADS: Yes. As far as whatever they want.

12 Let me just chime in here on behalf of BCF. I don't  
13 think we should lose sight of the fact that they -- at  
14 least from my perspective, they have been very responsive  
15 and they have bent over backwards. And they have sent  
16 their teams here. And they changed their dates there.  
17 And the CEO of BCF himself drove up here on three  
18 different occasions, nine-hour drive each way, one way,  
19 and nine hours back, to work with us and to mold what is  
20 now our brand. And I firmly believe that not only are  
21 they invested in this place and really understand who we  
22 are, I think they understand who we are and how we're  
23 struggling with the whole bunch of stuff. And they want  
24 for this thing -- they want to keep us on the right  
25 track. And I know it's \$4,000 more. And we could ask

1     them -- I mean, I don't know where the 10,000 came from.

2             MS. HATTLER:  It came from their proposal.

3             MR. MEADS:  I know.  I know.  But when they met  
4 with us before -- well, we'll throw that in for your  
5 agency on record.  I don't know if BCF could sharpen  
6 their pencil.  But I just personally think that they  
7 understand us.  I think that they have guided us a good  
8 ways.  They have demonstrated responsiveness to me,  
9 anyway, and to this group.  So I just don't want that to  
10 get lost in the discussion.  They are both good.  And  
11 they are both capable.  And they both can do the job.  
12 It's just whether or not -- if you take money out of the  
13 equation, which one -- which horse do you feel most  
14 comfortable on.  And personally for me, I like the one  
15 that birthed our new brand.  And the reason for it, the  
16 rationale and what it was geared towards.  So as you  
17 write a marketing plan, you already have that goal in  
18 front of you to work through.  So that's my 2 cents  
19 worth.

20             MR. HARTBARGER:  I would say if we choose this  
21 week, what's the stipulation that they commit to \$10,000  
22 and sharpen their pencil?

23             MR. MEADS:  Well, I think we need to decide.  I  
24 think --

25             MR. JUMPER:  Okay.  Make a motion the Brandon



1 agency be the selection.

2 MR. FERNANDEZ: I second.

3 MR. MEADS: Okay. Have a motion on the floor and  
4 we've got a second. Any more discussion? All in favor,  
5 raise your hands. We'll get the right count.

6 MR. PETERKIN: Are you talking about the Brandon  
7 agent? Sorry, not BCF?

8 MS. HATTLER: No, Brandon.

9 MR. MEADS: Motion is four for Brandon --

10 MS. HATTLER: Brandon.

11 MR. MEADS: Okay. One to three, four, five,  
12 six.

13 (RAISED HANDS: Mr. Hartbarger, Mr. Jumper,  
14 Mr. Luker, Mr. Peterkin, Mr. Fernandez, Ms. Hattler.)

15 MR. MEADS: Okay. Opposed?

16 (RAISED HANDS: Mr. Meads, Ms. Lanning,  
17 Ms. Bowers.)

18 MR. MEADS: Okay. Brandon agency it is. All  
19 right. The next thing on an action item that we've got  
20 is the approval of the media placement, as we discussed  
21 in our -- with Debby regarding our marketing media.

22 MS. HATTLER: You all received the marketing  
23 placement that I sent to everyone for 2014. This is a  
24 revised version. There was much discussion in the  
25 marketing committee as to whether we should have our --

1 now our agency that we've chosen, the Brandon agency, to  
2 look at this before it is accomplished or we okay it.  
3 There's much discussion that we go ahead and okay this as  
4 the placement through Lavidge with the understanding it  
5 would only go through the fiscal year and not the full  
6 2014 year. I think we were going -- we were split on  
7 exactly what, you know, we wanted to do. It's quite a  
8 bit of money. It's \$121,016 total of print advertising  
9 that carries through -- all the way through the following  
10 2014.

11 So I'd like to know what some of your feelings  
12 are, how we should proceed with this marketing.

13 MR. PETERKIN: So this is more of a combined  
14 deal now. The ads are combined. Because before --

15 MS. HATTLER: Correct, yes.

16 MR. PETERKIN: So now you're just doing one ad  
17 instead of several ads?

18 MS. HATTLER: Correct.

19 MR. PETERKIN: That's a change.

20 MS. HATTLER: That's our goal we tried to  
21 accomplish.

22 MR. PETERKIN: I guess my question is, is  
23 that -- so when -- when -- when are these placements  
24 starting?

25 MS. HATTLER: Well, the first placement

1 deadline, as you can see, is the Fly Fisherman, which is  
2 something that we can either do this in bulk and say we  
3 approve this whole draft, we can approve it in sections  
4 to a certain point. The Fly Fisherman is the one that  
5 needs to be done first. And I think that's a no-brainer.  
6 I think we all agree that that needs to stay the ad that  
7 we've always had. It works well. It's really -- I don't  
8 know if you all have seen it, but it's in this book. It  
9 doesn't have a fly fisherman. I'll pass it around. It's  
10 this page right here. It doesn't have this banner here  
11 anymore. It's just the basic Jackson County ad. It only  
12 encumbers the 800 number and the mountainlovers.com,  
13 which will -- you know, which will change for the  
14 combination ad. We'll have to have a different, you  
15 know, telephone number and things that we'll work on it  
16 creatively. But I think that that's fine. We need to go  
17 ahead and go with that ad for this particular  
18 publication, since it's done well in the past. Was that  
19 the consensus, I believe, of the marketing committee?

20 MR. PETERKIN: And the rest of it, can we wait  
21 until we get our marketing plan or do we have to approve  
22 it now?

23 MS. HATTLER: That is something I -- Robert, you  
24 speak for the deadlines. We've never done a year in  
25 advance. I know that the reason to do a year in advance

1 now for the whole entire calendar year is due to the fact  
2 that it -- you get better prices for your placement, if  
3 you place an entire year in advance. And, Robert, do you  
4 want to speak to the --

5 MR. JUMPER: Well, just to -- just, as we  
6 discussed in finance, just to be sure that if we are  
7 going to approve a plan that goes beyond the budget, that  
8 we include all those dollars into this year's budget and  
9 not try and speculate on next year's budget. That all of  
10 that -- all the funds, if you decide that you're going --  
11 if the group decides -- if we decide we're going to  
12 purchase till December of '14, that we understand that  
13 we'd be paying that out of this budget and not coming up  
14 in August with those dollars.

15 MR. PETERKIN: I'm just wondering about -- I  
16 mean, getting the new ad agency's input on the placement.

17 MS. HATTLER: That was also brought up. I think  
18 that -- I mean, I think that we can -- there was a  
19 feeling in the marketing committee that this needed to be  
20 done ASAP. There's also thought that we really would  
21 like to have the agency that was chosen today look at  
22 this and see if this is something -- a very quick review.  
23 I mean, to look at it and see if they feel the placement  
24 is correct. But obviously with the understanding, this  
25 is -- this is placed by Lavidge. They don't receive any

1 funds for this.

2 MS. EDWARDS: You know, and one thing just  
3 occurred to me that we did not discuss in the marketing  
4 committee that maybe the Brandon agency has additional  
5 discounted opportunities because they are placing  
6 for -- I don't know what Townes reach is, but they are  
7 placing for multiple customers. It would be very  
8 interesting to me to see how did their prices compare to  
9 what she's able to obtain. Would I be right?

10 MR. JUMPER: You would be absolutely right. And  
11 the other -- the other issue would be at the point that  
12 you share that with the agency that's doing the marketing  
13 plan, they come back with something that doesn't look  
14 like this. If you haven't made commitments and you  
15 haven't sold it, if you haven't told Townes to go ahead  
16 and make the buys, then it will be a decision, I guess,  
17 of the board or marketing committee or someone, do we  
18 want to continue to use Townes to buy, based on the new  
19 media plan that has been developed by the Brandon agency.  
20 See, you're -- you would be -- you could say, at that  
21 point, that we'll sever the relationship and you  
22 won't -- you want the buys to be done by somebody else,  
23 or you can take the plan and take the media plan and say,  
24 okay, Townes, buy this way instead of what you've done  
25 here. So that would be some decisions to make.

1 MS. EDWARDS: So Brandon may be able to  
2 negotiate better deals?

3 MR. JUMPER: Exactly.

4 MR. PETERKIN: Well, I'm for doing the -- I  
5 don't know if you need -- do you need a motion for this  
6 or trying to --

7 MS. HATTLER: No.

8 MR. PETERKIN: I'm for trying to get -- not  
9 losing any momentum on ads that we need for February or  
10 whatever, but I would think that if we're hiring this  
11 group, we should let them weigh in on this. It just  
12 seems logical to me, but maybe I'm missing something.

13 MR. JUMPER: And -- but I understand --

14 MR. PETERKIN: As long as it doesn't delay us.

15 MR. JUMPER: Clifford is going to have to go  
16 before the board and say what we're doing, correct?

17 MR. MEADS: I would feel what you just said  
18 makes all the sense in the world, but I want to make sure  
19 that we've got placement for spring.

20 MR. PETERKIN: Me, too. Me, too. We don't want  
21 to miss it.

22 MR. MEADS: Spring is all the way up to at least  
23 April, and then after that --

24 MR. PETERKIN: Yes.

25 MR. MEADS: I mean, it's going to take us a

1 while. We can get our marketing plan in Thanksgiving,  
2 well, then we've got creative that we got to do. And we  
3 don't make decisions easily.

4 MR. PETERKIN: That's for sure.

5 MR. MEADS: Then where are you going to place  
6 it? So, I mean, it's easy to push it down the road for a  
7 while, but if I can -- if I can feel comfortable that  
8 we've got the spring locked down in where we would  
9 typically go and at least that's covered, I'd be fine  
10 with that.

11 MR. PETERKIN: So is that January, the first  
12 quarter? Would you like to have the first half of the  
13 year?

14 MR. MEADS: First quarter would be fine.

15 MR. PETERKIN: That makes sense.

16 MR. LUKER: I agree.

17 MS. EDWARDS: Which is actually our third  
18 quarter for the fiscal year.

19 MR. PETERKIN: Yes. Yes.

20 MS. HATTLER: I mean, I would be in agreement  
21 with that, also, to have our first quarter. Our third  
22 quarter placement, our spring.

23 MR. MEADS: Yeah, I'd like to have a motion on  
24 that.

25 MR. PETERKIN: I'll make that motion that we

1 place our first -- third quarter, which is the calendar  
2 year first quarter ads.

3 MR. HARTBARGER: I second that.

4 MR. MEADS: Okay. Then motion and a second.

5 MS. HATTLER: Any discussion?

6 MR. MEADS: Yes, ma'am.

7 MS. HATTLER: I think we should put Lavidge's  
8 name in that motion. With Lavidge, don't you think?

9 MR. PETERKIN: Yes.

10 MS. HATTLER: I think it was --

11 MR. MEADS: That's what we're looking at.

12 MS. HATTLER: I think it was assumed, but I  
13 think it should be in there.

14 MR. PETERKIN: Good point.

15 MR. MEADS: Motion, second. Discussion? All in  
16 favor, say aye.

17 ALL: Aye.

18 MR. MEADS: Opposed?

19 (No response.)

20 MR. MEADS: Okay. Great.

21 MR. PETERKIN: Good.

22 MR. MEADS: That's headway. Thank you. Okay.  
23 The next on the agenda is the Contract Service Agreement.  
24 Stephanie, did you pass that out?

25 MS. EDWARDS: Yes.



1           MR. PETERKIN: Are these both for -- are they  
2 the same for both chambers?

3           MS. EDWARDS: That's what the proposal is, I  
4 believe.

5           MR. PETERKIN: So they are identical?

6           MR. MEADS: You just have an example of one.

7           MR. PETERKIN: Okay.

8           MR. MEADS: Names would change. Obviously, the  
9 amounts would change.

10          MR. PETERKIN: Okay.

11          MR. MEADS: For what we all agreed to, vote on  
12 that kind of thing, but it's basically the language. And  
13 do we know that the governance committee has looked this  
14 over and y'all were okay with it?

15          MR. LUKER: Our county attorney has approved it  
16 as well. So --

17          MR. MEADS: Then we talked about it in the  
18 executive committee and we made some modifications to  
19 item number 9.

20          MS. HATTLER: Do you have a copy of that? I  
21 only have the old one with the -- without the  
22 modification.

23          MR. MEADS: I sent it out.

24          MS. EDWARDS: The modification is --

25          MS. HATTLER: It's fine. I crossed it out on

1 mine anyway. I just wanted to make sure it was clear.

2 MS. EDWARDS: It should read "for cost."

3 MS. HATTLER: For cost, thank you.

4 MS. EDWARDS: It was originally without cost.

5 So -- and with respect to Alex, I think he had asked that  
6 I remove myself from the room during the discussion,  
7 so --

8 MR. MEADS: All right.

9 MS. EDWARDS: -- I will do that.

10 MR. FERNANDEZ: I've got a few things on there  
11 that I'd like to talk about.

12 MR. MEADS: Yes, sir.

13 MR. FERNANDEZ: And some examples here.

14 MS. HATTLER: As he's passing these out, I just  
15 want to ask a question towards the budget, with the  
16 finances. When we decided on the allocations of funds,  
17 we allocated for the Jackson County Visitors Center, the  
18 Cashiers Center -- Visitor Center and for Dillsboro  
19 Visitor Center. The funds were allocated in that manner.  
20 Are we going to have one of these for Dillsboro, also?

21 MR. MEADS: I'd have to look because I think  
22 Dillsboro was included in the one contract that Jackson  
23 had.

24 MS. HATTLER: Well, but it should be something  
25 specified in here that the funds -- because we broke them

1 out in finance committee that the funds were definitely  
2 to be broken out and not lumped into the Jackson --

3 MR. MEADS: We can do that. We can do that on  
4 the Jackson County one.

5 MS. HATTLER: On the Jackson County one. I'd  
6 like to make sure we have that in Jackson County, as it's  
7 broken out, to show it was Dillsboro.

8 MR. MEADS: Easily done. Easily done. Go  
9 ahead, Ken.

10 MR. FERNANDEZ: You had mentioned that there was  
11 a use of a template that we used for independent  
12 contractors engaged in the TDA, including advertising  
13 agencies and such. That was used on this contract?

14 MR. MEADS: Some of the language that was out of  
15 North Carolina.

16 MR. FERNANDEZ: Okay. On "Item 2, the Term  
17 Contract. Designate Chamber Service Contract terms as,  
18 'from July 1, 2013, to June 30, 2016,' to ensure the  
19 visitor centers' continuity of services."

20 MR. MEADS: This is a request from you? Is  
21 that --

22 MR. FERNANDEZ: Just some things I want to talk  
23 about. I mean, I want to get them out there, see what  
24 everybody thinks.

25 MR. MEADS: Kind of trying to get them framed in

1 my head.

2 MR. PETERKIN: So '16, four years? Three years?

3 MR. LUKER: Three years.

4 MR. FERNANDEZ: What I'm saying is, 36 months.

5 Why should we have to visit this in 90 days, basically,

6 and go down this road, when it just seems like we're

7 trying to move forward. And that's something that, you

8 know, maybe we want to put in there.

9 MS. HATTLER: This contract originally would  
10 have been dated, if it was done on -- at the time frame,  
11 it would have been July 1, 2013 to June 30th, 2014,  
12 correct?

13 MR. MEADS: Right.

14 MS. HATTLER: So what you're stating is that  
15 since we're so late in the year --

16 MR. FERNANDEZ: Yes.

17 MS. HATTLER: -- if we do this now, by the time  
18 it's approved by both chambers and signed within two or  
19 three weeks, we're going to have to go back and start  
20 this thing for next -- the following year?

21 MR. FERNANDEZ: Maybe 24 months, 36 months. I  
22 mean, what -- do we -- what's normal for contracts like  
23 this with other independent contractors?

24 MS. FOX: You can do it either way. Annual,  
25 some contracts are for four years, three years. The

1 thing I'd like to point out is this contract is with the  
2 County of Jackson and --

3 MR. MEADS: They are going to change that?

4 MS. FOX: TDA is a separate entity from the  
5 county. So we need to change that.

6 MS. HATTLER: Where would that be reflected,  
7 Darlene?

8 MS. FOX: It's throughout it.

9 MS. HATTLER: Throughout it?

10 MS. FOX: Uh-huh.

11 MS. HATTLER: Okay.

12 MS. HATTLER: So what -- the feeling, as we're  
13 saying, may be for discussions, since this is such a  
14 short period of time, do we want to think about doing it  
15 just until 2014 or --

16 MR. FERNANDEZ: Or a year or --

17 MS. HATTLER: 2015, because this was a -- you  
18 know, it's been a long road to progress to get this done.  
19 But that's what you're suggesting?

20 MR. FERNANDEZ: Uh-huh.

21 MR. PETERKIN: I'm not sure that's something we  
22 can even -- I mean, if it's a contract with the county,  
23 I'm not sure that we can designate it.

24 MR. FERNANDEZ: It's the contract between the  
25 chambers, visitor centers, and TDA, actually.

1           MR. MEADS: Actually, the TDA. It's county  
2 requirement we have the contract.

3           MR. PETERKIN: But county signs off on it.

4           MS. LANNING: We're going to change all that.

5           MR. PETERKIN: Oh, you are. So the contract is  
6 just going to be between us?

7           MS. LANNING: Yes.

8           MR. PETERKIN: County is not going to sign off  
9 at all.

10          MR. MEADS: No, but we have to have it on record  
11 with the county.

12          MR. PETERKIN: How would the county feel  
13 about -- would this be a big change for them, multi-year  
14 contract for the chambers, or would they not care?

15          MS. FOX: This is strictly between the TDA and  
16 whoever they are contracting with. I'll have to sign a  
17 preaudit statement on it that the funds are available,  
18 but other than that it's separate from the county. I do  
19 that as finance director for the TDA.

20          MS. HATTLER: So this is really just a decision  
21 that our TDA will make, correct?

22          MS. FOX: Correct.

23          MR. LUKER: Robert, you can maybe help us with  
24 this. I know, too, in the past, on the years I served on  
25 the chamber, we've typically only done those in year

1 segments; is that correct?

2 MR. JUMPER: Annually, yes.

3 MR. PETERKIN: What's the logic for or against?  
4 I mean, how does this hit you?

5 MR. JUMPER: It's not a terribly huge issue, but  
6 if you have it annually, you have board members come on  
7 and come off. And it just gives an opportunity for the  
8 new board members to sign off on, basically give their  
9 blessing to the agreement, so -- but it can be done  
10 either way.

11 MS. HATTLER: Well, I -- I mean, I'll -- my  
12 personal opinion on the issue is since it's taken us so  
13 long -- right, we're already halfway through? We are not  
14 halfway through, are we? No. Darlene is over there.  
15 No, no, don't say that.

16 MS. FOX: Quarter.

17 MR. LUKER: Quarter.

18 MS. HATTLER: Quarter of the way, too. But I  
19 don't know if I want to go out to 2016, but I think since  
20 we've spent so much work in progress doing everything, I  
21 would feel like doing it from July 1, 2013 through June  
22 30th, 2015 would be something that would keep us going  
23 and keep us on track and moving forward in the right  
24 direction without having to revisit this until that  
25 following year.

1 MS. LANNING: That would make sense to me, or at  
2 least for this first initial.

3 MR. FERNANDEZ: For the first initial --

4 MS. HATTLER: Yes.

5 MS. LANNING: First initial contract.

6 MR. MEADS: My personal opinion is that we keep  
7 the time frame the same as it should be, that it's  
8 supposed to be an annual contract. We can have  
9 discussions later on, but having an annual contract to me  
10 is helpful. So that we can stay on top of making sure we  
11 get our information right, making sure it's accurate, and  
12 we have some leverage for productivity.

13 MS. HATTLER: Well, I think as, too, what  
14 Darlene said, it's not what it should be, it's whatever  
15 the TDA board decides it can be.

16 MR. MEADS: I'm expressing an opinion just like  
17 everybody else here.

18 MR. HATTLER: I think that it could be, you  
19 know, whatever our TDA board feels. I think that we have  
20 really kind of had a difficulty in getting things  
21 together, trying to get all these things moving forward  
22 in the right direction. I think that the decisions that  
23 are being made today and -- you know, I would think that  
24 would be something that we've done. Of course, it's -- I  
25 mean, there's a clause in there that if they are not



1 doing what they need to be doing, it's something we can  
2 go back and forth.

3 MR. MEADS: I understand.

4 MS. HATTLER: I think we can do something. It's  
5 done. It's finished. Let's move forward. We've got so  
6 many more things to work on. That would be my --

7 MR. MEADS: And that's why I think if we -- this  
8 is healthy to discuss it, but I think we need to get a  
9 contract executed and then in March and April, when we  
10 talk about the next cycle, that might be a more  
11 appropriate time to try to add a year or two or three on.

12 MR. FERNANDEZ: We've got a lot of other things  
13 to be dealing with. We don't need to be taking about the  
14 next cycle of March or April of this year. And like  
15 Debbie said, there is a clause. If either chamber or  
16 visitor center is not -- is not doing its job, I mean,  
17 they can -- they can be terminated.

18 MR. MEADS: Right.

19 MR. FERNANDEZ: So --

20 MS. FOX: You can have the annual contract and  
21 have a renewal clause in it to renew it for an additional  
22 year that continues upon recommendation of all parties.

23 MR. MEADS: Automatic renewal?

24 MS. FOX: With an agreement from both parties.  
25 That's an option.

1 MS. HATTLER: That would accomplish some of our  
2 goals without having to revisit this, rehashing, going  
3 over all this. I mean, I think that's a good compromise.

4 MR. MEADS: I don't have a problem with that.  
5 Get Jay to write up some language as to how that would  
6 read and we can take a look at it.

7 MS. HATTLER: This has to be rewritten anyway,  
8 right?

9 MR. MEADS: See if there's a way to stop it.

10 MR. LUKER: The thing is I'm, like, with Robert,  
11 though. I think it's healthy for the chambers. They  
12 like it that way, as in the annual. Being -- sitting on  
13 that for a couple of years, and I know that they like to  
14 know what they are dealing with, and who they are dealing  
15 with, and what the purpose is, and where they're going,  
16 what the goals are when they approved those.

17 MR. PETERKIN: So you think it should be one  
18 year then?

19 MR. LUKER: I mean, from being on the chamber  
20 side?

21 MR. PETERKIN: Yes.

22 MR. LUKER: I do. I mean, I think that's -- I  
23 mean, being a chamber -- prior chamber member, I think  
24 that's --

25 MR. PETERKIN: I just think we need to keep

1 moving and we're making good progress. I think we always  
2 felt, right now, you know, we were getting things done  
3 today. Now we're bringing in some new sort of thoughts  
4 on it. And I'm not saying they are good or bad.

5 MR. FERNANDEZ: What's important to the chamber  
6 is that we get it right.

7 MR. PETERKIN: Yeah.

8 MR. FERNANDEZ: And then we can move on and push  
9 it out there and keep moving, so we don't have to deal  
10 with this over and over.

11 MR. PETERKIN: Well, I mean, taking it to a  
12 three-year deal is a big change. I just think, yes,  
13 we've just got to move on. That opens up discussion. I  
14 think we need to make an agreement and move on,  
15 personally.

16 MS. HATTLER: Would the agreement having the  
17 clause that you stated, something that we would have that  
18 would be approved for each chamber? I mean --

19 MS. LANNING: Automatic renewal?

20 MS. HATTLER: -- Each session, each year, before  
21 it rolls over?

22 MR. LUKER: I mean, I'm not even -- I'm not even  
23 in agreement with that just because the same precedence  
24 as I said before, that the chambers and I think -- Robert  
25 can emphasize that as well -- that they like not -- I

1 know being on -- being on that, that's -- I mean, that  
2 would be my thought.

3 MR. JUMPER: And I really don't -- I really  
4 don't think it's a really -- it's just kind of semantic  
5 difference right now. Because you're thinking, oh, man,  
6 every year we're going to have to go through all of this.  
7 No. It's just -- once your document is set, all you're  
8 doing is -- it will come to a vote, we need to renew the  
9 contract.

10 MR. PETERKIN: Right.

11 MR. JUMPER: And we'd have a vote and that will  
12 be it.

13 MR. PETERKIN: Right.

14 MR. JUMPER: Don't really have to go through all  
15 this process again just to -- just to do renewals, so --

16 MR. FERNANDEZ: With that said, I'd like to talk  
17 about some of the other things on here then. Let's get  
18 it right from the get-go. Item 5 on there, the insurance  
19 and indemnity, workers' compensation. "Amend Attachment  
20 1 to include 'to the extent required for consistency and  
21 applicability.'"

22 MR. MEADS: I'd have to look at it. I mean, I  
23 don't --

24 MR. MEADS: What does that do, Ken?

25 MS. LANNING: Why are we trying to add or --

1           MR. LUKER: I don't understand what the point  
2 is.

3           MS. HATTLER: What is, "Provide workers'  
4 compensation insurance, Attachment 1"? Is that something  
5 that the chamber doesn't have to do because you have so  
6 few appointees?

7           MR. FERNANDEZ: Because we're an independent  
8 contractor, is that something that on the other  
9 contracts -- I guess not the county, but, you know, is  
10 that something that we want to be involved in with each  
11 chamber, as far as the extent of, you know, getting all  
12 their -- being so into the chamber's business, basically,  
13 on a couple other things on here.

14           MS. FOX: I think the way it's written is that  
15 it's just requiring the chamber to --

16           MR. FERNANDEZ: And these are questions, I mean.  
17 Just --

18           MR. PETERKIN: To have workers' comp, is that  
19 what's required?

20           MS. FOX: To abide by the laws.

21           MS. HATTLER: So if you're required by the State  
22 of North Carolina or federal laws, you have to deal with  
23 it.

24           MS. FOX: You have to have it.

25           MS. HATTLER: And if you're not, you don't have

1 to do it, is that my understanding?

2 MR. BOWERS: Right.

3 MS. HATTLER: I think number -- go ahead.

4 MR. FERNANDEZ: Go ahead.

5 MS. HATTLER: Number 9.

6 MR. FERNANDEZ: "Item 9, Termination of  
7 Agreement. Amend to strike 'without cause' on number 9."  
8 You know, change that to "for cause."

9 MR. LUKER: And that's changed in the new one?

10 MR. FERNANDEZ: And that's changed. Item -- and  
11 the visitors of the Dillsboro Visitor Center we have  
12 discussed.

13 MS. HATTLER: Right. So we don't feel we need a  
14 contract for the Dillsboro Visitors' Center. It will  
15 just be incorporated in the Jackson County Visitors'  
16 Center.

17 MS. FOX: Right.

18 MS. HATTLER: Okay.

19 MR. PETERKIN: What is the record -- did we go  
20 by the recordkeeping? Where are we now?

21 MS. HATTLER: Item number 10, We can "Strike the  
22 paragraph and allow respective management to apply human  
23 resources as necessary to fulfill contract requirements."  
24 Is that the one, Ken?

25 MR. FERNANDEZ: Yeah. I mean, if we have --

1 MR. PETERKIN: So get rid of the recordkeeping?

2 MR. MEADS: That's so the --

3 MR. FERNANDEZ: I mean --

4 MR. MEADS: That's a very important component of  
5 this whole thing.

6 MR. FERNANDEZ: But it goes back to number 4.  
7 It's an independent contractor. And shall not represent  
8 itself as an agent or employee of the county, basically,  
9 or TDA. So, you know, then it goes on to say in number  
10 4, "Social Security, unemployment taxes." I mean, do we  
11 need -- do we need to micromanage our chambers,  
12 basically, and have all that information to go --

13 MR. MEADS: It's not micromanaging, it's  
14 accountability from my perspective. It's accountability.  
15 Who is doing what on behalf of the TDA? So it's  
16 substantiating the investment that we're -- the chamber  
17 is receiving.

18 MR. FERNANDEZ: But we've already established  
19 we're paying them for a service. When a painter comes to  
20 your house and you -- you know, do you ask them Social  
21 Security numbers and how much he's paying his staff or do  
22 we just give them the money and they provide the service?

23 MR. MEADS: Well, this is very, very important.

24 MS. LANNING: To me, I see your point, but I  
25 would also like to know how are they actually working to

1 do this service for us. Are they spending \$20, 20 hours  
2 and they are getting paid 2,000, and the other place is  
3 spending 800 hours and they are getting paid \$200? You  
4 know, that in my mind, that's where I would like to see  
5 dollar to dollar is actually making sense.

6 MR. MEADS: We've discussed this ad nauseam this  
7 spring and that was the general consensus of the group  
8 was that they wanted accountability as to where the  
9 efforts are going --

10 MR. FERNANDEZ: What group was that?

11 MR. MEADS: -- showing some substantiation.

12 MR. FERNANDEZ: What group was that?

13 MR. MEADS: This whole board on and off on  
14 several occasions. Finance committee. I think, Mickey,  
15 you even brought it up yourselves about making sure we  
16 have some stuff. So that's what -- that was the purpose  
17 of writing all of these is this is really kind of a  
18 guideline.

19 MR. LUKER: It's accountability back to the  
20 county. I mean, I just think it is. It's part of it.

21 MS. HATTLER: I think we need to have  
22 accountability. Don't know if I would want my Social  
23 Security number given.

24 MS. LANNING: It's not. Your Social Security  
25 number is not going to be presented.



1 MS. HATTLER: It says --

2 MS. LANNING: It's kept confidential.

3 MS. HATTLER: In compliance with applicable law.

4 MS. LANNING: Yeah, you don't have to provide  
5 that Social Security number. It can all be blocked out  
6 or you can add just the last two or three numbers.

7 MS. HATTLER: Thank you for the clarification.  
8 That's not how I read it. I mean, it's important to know  
9 how many hours people are spending --

10 MS. LANNING: Uh-huh.

11 MS. HATTLER: -- and who is spending it and the  
12 hours in putting in the work and accountability is  
13 important. I don't know if we need the break down of --  
14 I mean, we're paying so much money for -- or the TDA is  
15 paying for so much payroll for Sylva and so much payroll  
16 for Cashiers, and what are the hours and the number of  
17 employees that that's encompassing, is that what we're  
18 talking about?

19 MR. MEADS: I don't know because you confused me  
20 completely. I think we're asking for time sheets to be  
21 turned in, so that we can make sure and monitor what  
22 initiatives are going to cost us, both presently and in  
23 the future. You may say, let's do some direct mail and  
24 find out that we spent, you know, 8 man-hours putting  
25 something together that don't make any sense. It's not

1 just a matter of hovering over the respective chambers.  
2 It's a matter of knowing where our energy is going.

3 MR. HATTLER: I agree. There should be  
4 accountability. I just don't know to what extent that we  
5 need to go into -- do we need to know exactly what  
6 everybody is doing every hour of the day, if they are  
7 doing direct mailing for the TDA, if they are answering  
8 phones for the TDA? Do you have to have it broken down  
9 like that or are they just spending time on TDA business?

10 MR. MEADS: Yeah, TDA business.

11 MS. HATTLER: That's what we need.

12 MR. MEADS: I'd like to get a sample of what's  
13 already being turned in.

14 MS. HATTLER: Anything being turned in.?

15 MS. FOX: Right now they are not turning it in.

16 MR. MEADS: They are not turning in quarterly  
17 time sheets?

18 MS. FOX: No.

19 MR. MEADS: Okay. I thought they were, but --

20 MS. HATTLER: So that's what I'm saying, that's  
21 pretty open-ended. I guess recordkeeping, do we need it?  
22 Absolutely. But to what level? Do we want to get  
23 involved in being -- you know, again to the subject of  
24 micromanaging? But, again, let's move on.

25 MR. JUMPER: Just keep in mind that Julie, nor

1 Stephanie, will be -- should or should be required to  
2 provide their time sheets to the county. This is a  
3 contract between the TDA --

4 MR. MEADS: Right.

5 MR. JUMPER: -- and the chamber. So if they are  
6 to provide it to anybody, they should be providing it  
7 to --

8 MS. LANNING: TDA.

9 MR. JUMPER: -- the TDA.

10 MR. MEADS: I misspoke on that because  
11 historically it has been the county.

12 MS. HATTLER: I've never seen any time sheets.

13 MR. JUMPER: But we have -- I mean -- and I'm  
14 not sure that we even have to go there, as long as those  
15 are available at our request. This is a due diligence  
16 issue, so that we have access to the materials that we  
17 need at any time we need them. So as far as -- as far as  
18 doing it, as far as having 10 in there, I don't think  
19 it's an issue. It hasn't seemed to be an issue between  
20 the TDA and the chambers. So it's just a matter of the  
21 due diligence that we may have to do, if the county asks  
22 us to provide some audit material. So number 10 is not  
23 an issue for me.

24 MS. LANNING: But even if the chamber wants --  
25 is requesting more additional funds for the future year,

1 this is one way that they can back up to say, "Hey, we  
2 had this many hours we spent on this. We spent this many  
3 hours on that." So it's actually a benefit for the  
4 chamber as well --

5 MR. JUMPER: Agree.

6 MS. LANNING: -- to keep track of it as you go  
7 along. I mean, I've got to do that right now for all my  
8 staff to know exactly that my housekeeper works in  
9 breakfast or in housekeeping or in maintenance or  
10 whatever they do. I mean, I've got to break it down.

11 MR. LUKER: I agree with Mary.

12 MR. FERNANDEZ: A lot of this stemmed from  
13 Jackson County being on top of the page as well and not  
14 TDA.

15 MR. MEADS: I mean, I -- that's understandable.

16 MR. FERNANDEZ: And the other two items, I mean,  
17 basically just we can put those aside.

18 MR. LUKER: Okay.

19 MS. HATTLER: So this does have to be rewritten  
20 before we can --

21 MR. MEADS: I'll massage this again and then  
22 we'll put in -- add Dillsboro, whatever we need to get it  
23 in final format.

24 MS. HATTLER: Okay.

25 MR. FERNANDEZ: Thank you, everybody.

1           MR. MEADS: Okay. Somebody want to grab  
2 Stephanie? I don't think we have a report from Julie, do  
3 you?

4           MR. JUMPER: (Indicates.)

5           MR. MEADS: Oh, do you? Good.

6           (Ms. Stephanie Edwards returns to the room.)

7           MR. PETERKIN: Well, while they are going away,  
8 on the marketing side, is that part of -- that's  
9 obviously an important piece, but that probably really  
10 needs to get done faster than the marketing piece does.

11          MS. HATTLER: Exactly.

12          MR. PETERKIN: That's something that's part of  
13 the marketing plan that the Brandon guys will do or is  
14 that a separate --

15          MS. HATTLER: Yes, that's part of what they do.

16          MR. PETERKIN: Do they hire that group or they  
17 do public relations?

18          MS. HATTLER: They do public relations.

19          MR. PETERKIN: Okay. So you don't have to --

20          MS. HATTLER: And that will be up to the TDA to  
21 decide if we want to use them for public relations or use  
22 somebody else.

23          MR. MEADS: The deliverable will give PR  
24 recommendations. And then what we want to do or choose  
25 to do with it, that's another discussion. In the

1 marketing plan that they get, they will address PR and  
2 social media and print media --

3 MR. PETERKIN: Okay.

4 MR. MEADS: -- but it's going to be a  
5 deliverable. It's going to say, "We suggest you do this,  
6 this, this, this, and this."

7 MR. PETERKIN: But we would -- we would not  
8 necessarily have to hire a group like Pineapple. They  
9 could do that or we could hire another group?

10 MR. MEADS: Right.

11 MS. HATTLER: Right.

12 MR. MEADS: We could make the decision to hire  
13 an independent company to do that and to follow along  
14 that track.

15 MR. PETERKIN: Or they could do it?

16 MR. MEADS: Or they can do it. I mean, however  
17 you want.

18 MR. PETERKIN: Basically, right now no one is  
19 doing it?

20 MS. HATTLER: Correct.

21 MR. PETERKIN: So we're kind of losing a little  
22 ground right now until we get things rolling. Because  
23 that to me is important, if not more important than  
24 marketing. You really need lead time on that. Get  
25 stories in magazines, they are doing next fall. Now,

1 that kind of thing, so --

2 MS. HATTLER: Yes.

3 MR. PETERKIN: -- I hope we can keep the heat  
4 into that.

5 MR. MEADS: Absolutely.

6 MS. HATTLER: Thank you.

7 MR. JUMPER: Julie kind of talked about this.  
8 I'll just read the whole report verbatim. No, I'm just  
9 kidding.

10 MR. PETERKIN: After you finish the minutes.

11 MR. JUMPER: Review at your leisure. You can  
12 see her stats. Don't have to read anything. That's it.

13 MR. MEADS: Good report.

14 MR. LUKER: Great job.

15 MR. MEADS: Ms. Edwards?

16 MS. EDWARDS: Thank you. I did want to make a  
17 brief note just to Clarify. Greg Ward mentioned  
18 cashierschamber.com in terms of the research. We've used  
19 destinationcashiers.com since I came on board. We'll use  
20 our server to host the page, but it is a distinctly  
21 different domain name and it drives two different main  
22 pages, which obviously --

23 MR. JUMPER: Stephanie, before you get --

24 MS. EDWARDS: Oh, yes.

25 MR. JUMPER: Are the analytics linked or do you

1 have to pull up separate analytics for those two?

2 MS. EDWARDS: No, I think that she can do that  
3 by page. We're sort of in our infancy.

4 MR. JUMPER: Okay. We started with a brand-new  
5 website last year and it only came on board at my board's  
6 direction and it's really taken a quantum leap from where  
7 it was. We're still dealing with some legacy issues with  
8 regard to domain names, but I felt like that was  
9 important to, first, make the distinction between the  
10 two; and, secondly, to start with the name that we owned.

11 MR. JUMPER: Okay.

12 MS. EDWARDS: We, on behalf of the TDA.

13 MR. JUMPER: Okay. Thanks.

14 MS. EDWARDS: Let's see. September,  
15 traditionally see a little bit of a lull, which we did.  
16 Weather vastly improved, as I think Brian or Mickey  
17 mentioned down there. And some efforts made to fill in  
18 that shoulder season. I mentioned at the last meeting, I  
19 think at that point we had just finished the Cashiers  
20 Trail Mix. We're continuing to get some good regional  
21 coverage on that, will continue.

22 And moving into October, of course, full force  
23 for the leaf season. We just finished up the leaf  
24 festival, which is sponsored by GCAMA here in the Village  
25 Green. And I wanted to mention that in particular,



1 number one, they had a great audience of about 4,000, I  
2 think, was the estimate of the people who came in over  
3 the three days. And it was funded by one of the initial  
4 TDA grants which the new board issued last -- I guess at  
5 the point of the beginning of this year.

6           The only other comment I would make so far --  
7 and, Brian, I think maybe you can speak to this -- we've  
8 seen very strong traffic here in October. The only  
9 negative is Whitewater Falls is closed due to the  
10 shutdown and that we have spent a lot of time on the  
11 phone, we e-mail, we keep information on our website  
12 updated on a daily basis on what the tourism impact has  
13 been on that. And I know Whitt Tuttle just recently  
14 contacted me about how that has impacted North Carolina  
15 tourism in general. So I expect the state will be  
16 releasing a report as well.

17           And, basically, we've got another couple weeks  
18 and a great month.

19           MR. LUKER: Yeah, one thing that we've done --  
20 and I say "we" -- especially in the area down there,  
21 there's -- the guy that owns Cafe 107 that has the cafe  
22 here and the new locations --

23           MS. EDWARDS: Charlie.

24           MR. LUKER: Charlie. And several -- yes, the  
25 shutdown is not only affecting North Carolina, it's

1 affecting us nationwide. So we've really tried to get  
2 creative and think about areas and things that  
3 typically -- you know, we would recommended to people to  
4 go to Whitewater Falls. Oh, go to Whitewater Falls.  
5 Well, forget that. What have we got right at our back  
6 door that we fail and forget to mention so often. And  
7 keep them as encompassed as possible, instead of  
8 outskirting them as much as we typically, normally do.  
9 Yeah, those are pretty dramatic, but also we've got some  
10 pretty dynamic things in-house in our back yard. So  
11 that's something we've, you know, just really -- I know  
12 probably Judith Cove Rock would be a good example there  
13 on Kenny Fork has gotten more traffic this spring. And I  
14 give the kudos to my team that's there every day, because  
15 they are going, "Have you guys been up there? That's a  
16 great, you know, a great place to go look. But also,  
17 beautiful drive up there."

18           You know, we actually sent a family around  
19 yesterday up 281, through Charlie's Creek, back around  
20 and up 64 into Cashiers. And said, if you want to make a  
21 beautiful 3-hour loop, here's the drive you should take  
22 to see the loop. They came back this morning, had coffee  
23 with us and said, "Let me tell you, you should make a map  
24 of that and give it to everybody." Because they were  
25 talking about -- they stopped in Cashiers and had lunch

1 yesterday and then went on back. So, you know, that's --  
2 for what it's worth, that's that.

3 MS. EDWARDS: I think that's a great point,  
4 Mickey. And it's an opportunity for us here as well to  
5 see that we're multi-dimensional. We've got great  
6 recreation, we've got great restaurants, we've got great  
7 places to stay, terrific places to shop. And, frankly,  
8 no one has left, I think, with an attitude that they  
9 wouldn't come back because of that. I mean, it has been  
10 very positive.

11 MR. LUKER: I'm going to tell this tale on  
12 Clifford, now that we said the family that was staying  
13 with him yesterday, did I tell you that -- I told you to  
14 give them the VIP treatment. Anyway, they were a little  
15 bit -- said this was, I think, their 10th year or more  
16 coming to High Hampton. And they were just so  
17 discouraged because they couldn't go to Whitewater Falls.  
18 And I said, I'll tell you what, I said, I'll bet you --  
19 and I gave them a card. I said, go to this guy. I wrote  
20 Clifford's name down. I said, tell him you want  
21 something creative onsite in the trails that are around  
22 High Hampton and in the area that you should go see.

23 MR. MEADS: I wish they would have stopped by.

24 MR. LUKER: And it's husband and wife and their  
25 college son. And --

1 MR. MEADS: We do waterfall tours all the time.

2 MR. LUKER: They were just like, wow, we never  
3 really had it put like that, so -- and I told them, you  
4 know, think about it. Because they were just, we wanted  
5 to really take our son. He hasn't got to come the last  
6 two years because of college. I said, there's more  
7 there.

8 MS. EDWARDS: And I neglected to mention, there  
9 was an article in the Huffington Post online about the  
10 Shadow of the Bear. And so that was nice.

11 MR. PETERKIN: It would be nice -- I'm glad you  
12 brought that up. North Carolina is using that. Have you  
13 all seen the ad, the full page bear? Sure would be nice.  
14 I guess it's almost in Jackson County. Is it on the line  
15 or --

16 MS. HATTLER: No, it's in Jackson.

17 MR. PETERKIN: It's truly nice that they  
18 mentioned Cashiers Valley or Jackson County or something.

19 MS. EDWARDS: Huffington Post did it. It was  
20 specific to Cashiers.

21 MR. PETERKIN: Can we ask those guys to do that  
22 or were they just telling us?

23 MR. MEADS: Whenever we do press releases, we  
24 make sure it says "Cashiers."

25 MR. PETERKIN: I just wondered. I mean, whose

1 is that, the State of North Carolina is putting that out  
2 or --

3 MS. EDWARDS: I'll follow up on that. I'd be  
4 happy to.

5 MR. PETERKIN: It just would be nice to get -- I  
6 mean, it's a great ad. They are spending big bucks.

7 MR. LUKER: They also got that -- the picture is  
8 taken from our own photographer, Jerry James, in Jackson  
9 County that took that. And it's gone national. I mean,  
10 it's worldwide.

11 MR. PETERKIN: It has.

12 MS. EDWARDS: Brian, I'll be glad to follow up  
13 with Whitt Tuttle on that. That's a great point.

14 MR. PETERKIN: You know, I think the government  
15 shutdown, frankly, has been good for us. I hate to say  
16 that, but the Smokeys have closed down, brought more  
17 people through our county for sure. I know I sound like  
18 a broken record, the last time I'm going to say it, but I  
19 still wish we really could kind of engineer our focus on  
20 these off seasons as the TDA and community. We're  
21 getting ready to head into it now. Not much going on in  
22 November.

23 MR. LUKER: I'm glad you said that, Brian,  
24 because I had lunch with Charlie today at Cafe 107.  
25 Charlie said the same thing. He said, "Mickey, if I have

1 one request really of the TDA is," he goes, "get creative  
2 on our winter months. He said, "Actually, for hiking and  
3 outdoor adventures it's the best time of year because you  
4 can see more than you've ever seen." Yeah, it makes it  
5 nice when there's green on the trees, but if you really  
6 want to get the ooh and the aah and the concept of these  
7 mountains, come and take a winter hike in the mountains,  
8 you can really see. And if you're scared of the bees and  
9 the snakes, what a perfect time to come, you know.

10 MR. PETERKIN: Big old snake out there.

11 MR. LUKER: So, you know, he --

12 MR. MEADS: All right. Next meeting is  
13 scheduled November 20th down in Cullowhee. Do we have  
14 any comments from you folks?

15 MR. SLAUGHTER: Yes, sir. If I can, please.  
16 There's a number of things that is happening in North  
17 Carolina, Western North Carolina, and Jackson County, I  
18 think that you all need to be aware of. We are probably  
19 getting more support out of Raleigh on Western North  
20 Carolina than we have got in a number of years. I think,  
21 as you know, Clifford, you were there, Julie was there,  
22 Kenny, we had Governor McCrory in and spoke with us at  
23 Jim's place. And he has been in Jackson County now in  
24 the last four weeks three times. And when I introduced  
25 the governor, I thanked him for recognizing that there is

1 life past Asheville, North Carolina. And he says, "We  
2 will not forget that."

3 Number two, I think most of you happened --  
4 picked up in the newspaper where the Republican party  
5 will be bringing their state convention to Jackson County  
6 to the convention center in Cherokee. Julie and  
7 Stephanie put together a great, great package that was  
8 presented to the 35 biggest people from all over this  
9 state on Jackson County. And it was so accepted that the  
10 moderator of the meeting -- when they put it on the  
11 table, they dug into that. He had to remind them that  
12 we've got a meeting to conduct, you can read this  
13 information later.

14 Due to this information I was in a meeting  
15 Monday night in Asheville, North Carolina. And it looks  
16 like the state convention will be extended by one day.  
17 Will be -- will make it three days. But Chuck Wooten has  
18 been fantastic. We got a letter off to each of these  
19 people that were here from the commissioners welcoming  
20 them to Jackson County. So, again, this package that was  
21 put together by the two chambers was great.

22 Something else. How many of you happened to  
23 catch the National CBS news about a week and a half ago  
24 on Cashiers, North Carolina?

25 (Some hands raised.)

1           MR. SLAUGHTER: That was most successful. I had  
2 a call at 11:30 this morning, CBS news will be back in  
3 Cashiers tomorrow morning. The same people that was  
4 on -- that they spoke with before will be there. And,  
5 you know, Kenny done a fantastic job. Vick done a good  
6 job. And our lady from the real estate office done just  
7 a super, super job. And both Kenny and Vick are made for  
8 radio. She showed very well on TV. But, again, they're  
9 back in the morning. And it's all set up for the same  
10 people to speak tomorrow.

11           And, again, I think we can attribute all of this  
12 to our Congressman Mark Meadows. And I don't know we  
13 need to name a highway after him or what we have to do,  
14 whatever it is, but they are coming back tomorrow  
15 morning. And that broadcast will probably be at 6:30  
16 tomorrow evening on national news again. That's what I  
17 wanted to add to this because we're getting a lot of play  
18 out of Western North Carolina, and especially out of  
19 Jackson County, and we need to continue this.

20           MR. LUKER: Ralph, it's amazing what they can do  
21 with makeup and lights, though.

22           MR. FERNANDEZ: A lot of makeup and low lights.

23           MR. MEADS: All right. Thank you. We got some  
24 good done today, y'all. Thank you.

25           MR. PETERKIN: You have a meeting with



1 commissioners coming up?

2 MR. MEADS: I've got a meeting with the  
3 commissioners on Monday at 2:00 o'clock.

4 MR. PETERKIN: Do you feel like you have  
5 everything you need to report back to them?

6 MR. MEADS: Never.

7 MR. PETERKIN: But do you feel good about --  
8 this is what, ten months? How long have we been doing  
9 this now?

10 MR. MEADS: About ten months.

11 MR. PETERKIN: Do you feel like --

12 MR. MEADS: Yeah. You know what, this has not  
13 been an easy ordeal for anybody in this room. But if you  
14 stop and think as to where we are, we've got a brand-new  
15 brand, we've got a new logo, we've got several months  
16 committed where the ads are going. We've got a company  
17 that's writing a marketing plan that we're mandated to  
18 do. We're interviewing a new PR approach. I think, as  
19 painful as it has been, I think that we have shown a lot  
20 of progress.

21 MR. PETERKIN: And we've had two chambers that  
22 have, you know, brought us a tremendous amount of  
23 leverage. And being on -- I think there is a lot of good  
24 things that are happening.

25 MR. MEADS: Yeah.

1           MR. PETERKIN: So I hope you have -- I hope you  
2 have what you need. We've gotten pot shots on the "Play  
3 On," but people don't understand what we went through to  
4 get to that point. It's really easy to say, "You spent  
5 \$50,000 on two words?" But for all of us who went  
6 through that process, I feel like we got our money's  
7 worth.

8           MR. MEADS: And that process we knew was going  
9 to be a long process. I mean, we may have made it a  
10 little bit longer, but in that particular case, I mean,  
11 we took our time and took the steps we needed to do. And  
12 I think we should all feel pretty darn good about it.

13           MR. PETERKIN: Good.

14           MR. LUKER: Motion to adjourn?

15           MR. MEADS: Motion to adjourn.

16           MR. PETERKIN: Second.

17           MR. MEADS: Thank you.

18           (Proceedings concluded at 2:45 p.m.)  
19  
20  
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25

## C E R T I F I C A T E

STATE OF NORTH CAROLINA)

COUNTY OF HENDERSON )

I MARY K. STEPP, 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 proceedings 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.

WITNESS my hand and official seal this October 30, 2013.

---

Mary K. Stepp  
Notary Public No. 20042390053

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