

Board Meeting
Wednesday, July 17, 2013

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The above-entitled cause came on for hearing at the Jackson County Justice Center, Sylva, North Carolina, commencing at 1:36 o'clock p.m.
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Reported by:
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## A P P EARANCES

Board members present:
Clifford Meads, Chairman Alex Bell
Cherie Bowers Bob Dews (via telephone) Stephanie Edwards
Ken Fernandez
Darlene Fox Jim Hartbarger Debby Hattler Robert Jumper Mickey Luker
Vick Patel
Brien Peterkin
Julie Spiro
Julie Stockton

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P R O C E E D I N G S
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MR. MEADS: Excuse me. I will go ahead and call the meeting to order. This is the Tourism Development Authority Board Meeting for July 17th.

We have a stenographer that we've contracted with to help us with our meetings. So it will help clarify some things and allow the executive directors of the respective visitor centers to participate a little bit more and not have to get bogged down into who was saying what.

This stenographer will write everything anybody says. So until she gets to know you, if you go to speak, if you would at least give her your name, that would be helpful. You won't have to do this forever. But starting out, I think that would be very helpful.

I think this is going to be a really good step for us as a group to clarify how the meetings are going. So that's a new addition.

I'm assuming everybody was in receipt of the minutes from the last meeting and certainly the agenda. And I would like to move for either an approval or a discussion on the minutes and the agenda.

MR. LUKER: All right. I would like to make a motion to approve, Mr. Chairman -- make a motion to amend.

MR. MEADS: Yes, sir.
MR. LUKER: I'm Mickey Luker. I'm sorry.
Under the financial and budget report down under "in favor of the interim budget," my name was not included as a yes vote. And that needs to be included.

MR. MEADS: That is correct.
And Robert's vote will need to be excluded, because he had not been fully approved by the commission, which he since has.

So the vote number stays the same, but the name is changed.

MR. BELL: Second.
MR. MEADS: We're voting on the minutes with that amendment.

MS. HATTLER: I'm Debby Hattler. I was wondering -- I know it was difficult last time. We didn't have you.

Will the comments from our guests be included in the minutes? They were not noted in these minutes. I was just wondering if they would in the upcoming minutes.

MR. MEADS: I honestly don't know what the protocol is on the public hearing.

MS. HATTLER: No, not on the public hearing. On our guests that speak at our meetings.

Usually at the end of the meetings we have --

MR. MEADS: Yeah. We used to put the notations in there. If George addresses the group, we put that in there.

MS. HATTLER: There was a lot that was left out at the last meeting. I know there was a lot of people that spoke. But I need to make clear they will be in the next meeting.

MR. MEADS: Do we have a recording of all that?
MS. SPIRO: We do.
MR. MEADS: Let me look into that, Debby.
MS. HATTLER: Okay. Because I think that should be part of it.

MR. MEADS: Any other things? Is there a motion to include the amendment?

We've got a motion on the floor.
MS. HATTLER: Don't you think we should postpone it until we make sure we get the rest of the verification that you're going to check on with the visitors' comments?

MR. LUKER: Why do we need to -- we're approving the minutes and the agenda today from the last meeting.

MS. HATTLER: Right. But I'm saying the comments from that meeting aren't included in the minutes. We said that they should be and they will be.

And they are recorded, so I'm saying that I think SPERLING \& BARRACO, INC.
that they should be included.
MR. BELL: The only issue potentially could be I don't think everybody said their names. We may need to take two or three people to listen to identify who said what from that time. Someone not familiar with the voices probably wouldn't be able to tell that. So it may take a collaborative effort.

MS. HATTLER: Yes. That would be something we should do before we approve the minutes from the last meeting.

MR. MEADS: All right. Well, we have a motion on the floor with an amendment.

Is there a second?
MR. BELL: There already was a second.
MR. MEADS: Okay. All in favor of approving the minutes at this point say aye. Raise your hands.

MR. PETERKIN: All right. Well, let's -- can we discuss this? All you wanted to do is approve the minutes and just add the comments to the minutes?

MS. HATTLER: That is correct.
MR. MEADS: And we're fine with that.
MS. HATTLER: You will add the comments to the minutes?

MR. MEADS: Yes, we will add the comments to the minutes.

MS. HATTLER: We're not approving the minutes as they stand. We're going to wait and approve the minutes after the comments are added.

MR. PETERKIN: We're going to approve the minutes with the comments added. We're going to approve these minutes with the comments added, right.

MS. HATTLER: With the comments added.
MR. MEADS: As best we can.
MS. EDWARDS: The question was if the comments are added and there is any -- you know, we see something wrong or whatever, will there be an opportunity then to approve the additional comments and amend the minutes again or just postpone the final approval until we have the minutes in total?

MR. PETERKIN: Well, that's probably reasonable.
MR. BELL: I think you can always make another motion to amend and change at a later date. It just takes a motion, a second, and a simple majority.

MR. MEADS: All right. So where are we?
MR. PETERKIN: We're ready to vote.
MR. MEADS: All right. All in favor, raise your hand. Opposed.

VOTE TAKEN: The following voted in the affirmative: Alex Bell, Cherie Bowers, Bob Dews, Ken Fernandez, Jim Hartbarger, Debby Hattler, Robert Jumper,

Mickey Luker, Clifford Meads, Vick Patel, Brien Peterkin. The following voted in the negative: Julie Stockton.

MR. MEADS: All right. Now, on to the 2013-2014 budget that was previously voted upon on May 22nd, I believe.

I have to say that when $I$ was in Florida on some personal business some members of the finance committee started having some dialogue to see how we could move this elephant along so that we can focus on what we really need to be doing. And that's putting a marketing plan together.

It's not that marketing initiatives aren't going on right now. But we need to really kind of solidify that and to keep pushing forward with our branding, whether it's the logo design or whether it's ad designs or things along that nature.

And instead of me talking about things that were happening when $I$ was not here, Brien really took the leadership role and tried to get us beyond where we are right now. So, Brien, if you just want to share a little bit about what transpired.

MR. PETERKIN: Well, we had talked maybe a month or two ago about a compromise on the issue of trying to balance Sylva and Cashiers Chambers and then have the additional funding for Dillsboro. And that compromise
added another $\$ 6,000$ to what we had already approved for Cashiers, including the rent. And that balanced the Sylva and Cashiers. And then Dillsboro is extra.

At that time we were kicking that idea around. So I rekicked that idea around with Debby and Mary Lanning. I did stop by her office one day. We started kicking that around. Mary Lanning was there and Debby.

I think I maybe called you and you were away. I got with you when you got back.

MR. MEADS: We had a quick phone conversation.
MR. PETERKIN: A phone call.
You got in touch with Vick. We got in touch with Debby. And we all felt inspired to eliminate that motion. So $I$ will make that motion.

MR. LUKER: The $\$ 6,000$ adjustment, correct?
MR. MEADS: Take 6,000 out of the marketing promotion and then put it into contract services so that Cashiers would now receive 66,000 a year plus the 8,400.

And Jackson County will receive 72,000 , as they have historically done.

MR. PETERKIN: The only thing I would add to that motion is that $I$ do think that we have a good year ahead of us when we can really start looking at all of these expenditures and make sure that, you know, they're doing the right things of what they're supposed to be doing,
making sure the visitors' centers and the accommodations are really working on track.

As it goes, next year I hope we can be really well informed as a group. I'd really like that to be part of this motion, that we spend the next 12 months setting up some kind of system to monitor how all of our expenditures go.

UNKNOWN: I agree.
MR. LUKER: I'll second Brien's motion with a comment to say that I agree with Brien that we have -- in the last six months we've made a lot of progress.

We've got a hell of a lot of progress to make still yet. And in the effort to overcome this and get by in the big-scheme picture of things, $\$ 6,000$ is really minute.

And to see us get that diversified and get goals in mind where we wanted to come and where we want to go with this, then that's -- I will second that before we go.

MR. PETERKIN: What Darlene just handed us is that, right?

MS. FOX: Yes. This budget ordinance includes the changing of the $\$ 6,000$.

MR. PETERKIN: I make a motion we (Inaudible) as amended.

MR. FERNANDEZ: I second.
MR. PETERKIN: I'm Brien Peterkin.
UNKNOWN: Just a point of clarification, is there a vote on the amendment that (Inaudible)?

MS. FOX: You can't amend the budget (Inaudible).
The ordinance that I handed out -- I'm Darlene Fox -- includes the change of the $\$ 6,000$. So when the budget ordinance is adopted, that change is effective.

MR. MEADS: So Ken's motion is appropriate?
MS. FOX: He needs to move to adopt the budget ordinance.

MR. FERNANDEZ: I move to adopt the budget ordinance.

MS. HATTLER: Seconded by Debby Hattler.
MR. MEADS: All right. We have a motion and a second to adopt the budget ordinance.

All in favor, raise your hand please. Opposed.
VOTE TAKEN: The following voted in the affirmative: Alex Bell, Cherie Bowers, Bob Dews, Ken Fernandez, Jim Hartbarger, Debby Hattler, Robert Jumper, Mickey Luker, Clifford Meads, Vick Patel, Brien Peterkin, Julie Stockton.

MR. MEADS: Thank God.
MS. EDWARDS: This is Stephanie. Bob Dews is joining us by phone. Shouldn't his vote be requested in
the proceeding?
MR. MEADS: Yes.
MR. DEWS: I am in favor. You couldn't see my hand.

MR. MEADS: Thank you, Bob.
Ms. Hattler, do you have a marketing report?
MS. HATTLER: Yes, I do. It's very short. We had a very long marketing report at the last meeting.

Basically what the marketing committee is working on now is we are in the middle of advertising and asking for proposals from advertising firms.

I had called Darlene's office. I'd received the information on how this process works with the County.

We have received two proposals to date. We have three more proposals coming in. One should be here by Friday and the rest should be here by next Monday.

The marketing committee will meet. We will discuss and go over all the proposals. We will come with a recommendation to the full board for a vote. And this is -- someone will come in and will handle that.

Lavidge \& Associates is handling it now for our print advertising. And there is also going to be one who is putting in a bid for a proposal also.

They will be handling our advertising, making sure that we have our printing on time, that we -- most
of the advertising for the large magazines has to be done six months in advance.

So the first quarter, as I told you before, is in place. We did add two more from Southern Trout and for The Mountain Challenge.

We are in the market and we have gone through -Mary Lanning and John Woods have been great and have gone through an awful lot of the proposals that have come in. I have not found any that were -- a couple that are worth our time to investigate. We're doing that now.

I don't know if you've seen the recent issue of Gardens \& Guns. It is a wonderful -- we're in there. It's wonderful. This is the second magazine we've been in, Gardens \& Guns. And it's really a wonderful process. We're very happy about that.

MR. MEADS: It's a very nice co-op ad.
MS. HATTLER: It's a very nice co-op ad.
The focus of the marketing committee is to be able to offer to all the occupancy tax payers -- our members -- the option to be able to co-op in some of these ads.

Obviously some of them will not be able to afford some of the larger magazines. But we do have advertising in many magazines where this is affordable for all members that may be occupancy-tied.

And they will be receiving a quarterly letter and maybe minutes of the meeting, different things that are happening, so we have a lot more communication for them from the TDA.

Also, Seasons in the Sun -- Seasons magazine has a great section, an editorial, on Cashiers. We are not in it as the TDA, but we have signed up to be in it for the next issue. So we're really happy about that.

Also, Allegiant magazine -- Allegiant Airlines, their Sunseeker magazine, which goes in all Allegiant Airlines planes -- there is a co-op ad in here.

Again, it's great. It's filled with Jackson County. Sylva, Cashiers, and then High Hampton is also involved in that. It's a great ad. And they have one page of an editorial on this also.

So we will continue to investigate this. And then we'll be able to add different co-ops to different other members that pay the occupancy tax, so they have the chance to do that.

I have these available if anybody would like to see them.

I want to again thank Vince in the interim that got all the telephone numbers and addresses of all of our members that pay occupancy tax that will now receive information via e-mail of what we're doing at the TDA and
how we're going to benefit them and make their lives easier.

That's it.
MR. PETERKIN: Who were the -- you're interviewing three?

MS. HATTLER: Who was it? (Inaudible).
I have the (Inaudible).
MR. PETERKIN: Oh, you're interviewing three or --

MS. HATTLER: No. We have two in already. And then we have three more proposals coming in. And then we're going to go through them and see which ones we want to have more information on.

We have to get all the proposals in in order (Inaudible).

MR. PETERKIN: So you'll get five or six or seven?

MS. HATTLER: Yeah. We're going to have three and then five. We'll come back to you with three -we'll come back with five. We'll probably rank them in the order that we think how beneficial they are to the TDA Board.

MR. MEADS: And then get them in for presentations?

MS. HATTLER: Yes. And we'll have the final two
like after -- whatever you all decide or the marketing committee decides that we need to have come in and do a presentation of what they will do.

It's very confusing, but $I$ think we'll be able to do it. Because it's something that we really need to do. MR. MEADS: There's no question about it.

MS. HATTLER: I want to thank Stephanie and Julie for all their input and what we need to do and their help.

It will really bring everybody together. We're not doing two different ads on things that we don't have to deal with anymore.

MR. PETERKIN: What info do they have on our layout and all that?

MS. HATTLER: They will not.
MR. PETERKIN: So they're just --
MS. HATTLER: This is implementing advertising. This is making sure that we get placement in the proper magazines, get the pricing.

Julie has an event coming. She will contact them -- contact the marketing committee. We'll contact them and use them.

The Mountain Challenge, Stephanie will contact them and make sure that we get interviews and we get press coverage. That will be done.

MR. PETERKIN: Is it -- who handles the other stuff? Is that another firm?

MS. HATTLER: Well, we're trying to do it so one firm handles everything.

We're finding that that's not as easy as we thought. So we might have to have someone that's handling just press releases and Internet marketing and then someone who handles magazines.

So that's what we're looking into now, seeing how effective that's going to be.

MR. PETERKIN: So the Play On logo, is that one of those other pieces?

MS. HATTLER: That would be somebody that designs the ads and puts them altogether.

I think we're all still in the process of trying to decide how that's going to work.

And it won't always be the same ad. Because there's times now that came up that Northern Jackson wanted an ad in something that really doesn't affect Southern Jackson. Southern Jackson will have something that doesn't affect Northern Jackson. And then a lot of it will be co-op ads together.

MR. MEADS: This whole marketing thing is going to need some serious massaging.

And I'm hoping that Art's going to walk through
the door here. Because if we do what we should do, we should have a logo ready to go that we would dispense to whomever is doing the creative, whether it's BCF, whether it's one of the five companies, that kind of thing.

UNKNOWN: Is BCF here or what?
MR. MEADS: Art was supposed to be here today. I told him to be here at 1:30. It's about 2:00.

Maybe he's lost. Well, he's been here before.
MR. PETERKIN: Maybe he's lost.
MS. HATTLER: Anybody with any input, if you'd like to call me, e-mail me, we'd love to have you.

MR. PATEL: The magazines, do they get leads?
MS. HATTLER: Pardon?
MR. PATEL: The magazines that are running, do they get leads?

MS. HATTLER: No. I mean, unless they -- the only things they would get is (Inaudible) and the Websites that are in there.

UNKNOWN: Those particular publications.
MR. LUKER: Mr. Chairman, while we're buying time for BCF, can you maybe give us just a small 30-second update on our MOP and where we're at on that?

MR. MEADS: On what?
MR. LUKER: The marketing operations plan and where we're going with that.

MR. MEADS: I wish I could.

It's being developed right now, but we need to fire it up. We need to see something pretty soon, even if it's in the beginning stages, so that we get a chance to look at it and help mold it.

MR. JUMPER: Are Stephanie and Julie currently acting as the media buyers? Because that's what you're
$\qquad$

MS. HATTLER: No, they're not. The marketing committee are doing it right now.

Lavidge \& Associates is the one that's handling the media buying right now or different magazines for the first quarter. They have been handling it before.

It doesn't necessarily mean it's going to move forward being -- but we had to have something in place so we didn't lose this time for the advertising.

MR. JUMPER: Did you all -- did they provide any input to Stephanie and --

MS. HATTLER: Oh, yes, they have.
MS. EDWARDS: She actually has the administration and (Inaudible). She does all that and is real valuable.

I think she's done it -- do you know how long she's been on it?

MS. SPIRO: She's been on ours for 15 years.
MR. LUKER: Let me make sure I'm hearing both
sides of this right.
You're talking about that we've got bids out or are seeking proposals for somebody that will actually -somebody that will put our works in action?

MR. MEADS: Will help us plan the action and help us put it into action.

MR. LUKER: Okay. That's a point that I missed then, that will help us plan it.

MR. MEADS: Right. That's exactly right.
MR. LUKER: Do we have a time frame or anything on that?

MS. MEADS: Well, she's got proposals out.
MS. HATTLER: I have two proposals already back. And by Friday I'll have the third. Hopefully by Monday we'll have the last two.

MR. MEADS: In the meantime -- I'm not trying to jump in here. But it's important for us to have some professional support in this arena.

If you do stuff by committees, you're better off having somebody help guide the ship and help bear the responsibility. That process is being whittled down.

In the meantime, we're still using Lavidge \& Associates, which we've been using for 15 years. They know what works here and what doesn't work here.

We are sprinkling in some other publications and
are getting great articles written about us, that kind of thing, as we move into the extra staging and the placement of ads.

In the meantime, while that's going on, we're working with BCF on the logos and the branding, which is going to give us a new look at how we present ourselves in the future.

MR. LUKER: In that, have we sought a proposal from them as well?

MR. MEADS: Yes, sir, we have. It's in their hands.

MS. HATTLER: We have two in hand from Grand and ECI. We also have Craig Distl, who is working up the artwork. He is very active.

He went to a media event down in Atlanta and is also working on a travel writers -- travel writers -- to bring travel writers to our county to help promote it.

We also -- Ken sent me a wonderful article that was in the Charlotte paper. It's wonderful, a very good article on why folks are moving here. So we are getting some good press.

He does that and gets a lot of free press for us. Julie can speak with the process we need. And it's free, so it's wonderful. He has a contract with the TDA.

MR. LUKER: Let me ask one more question. I want
to keep track of this.
Do we still -- I guess what I'm asking is: I hear proposals. We're asking for that. Do we have some timeline set that by the next meeting we're going to have the proposals there? By the next 30 -day meeting after that we're going to have a proposal in plan for our marketing operations plan? Do we have those timelines?

MS. HATTLER: Yes, we will be able to do something like that.

Now, we had to wait for the budget to be passed. That was one of the main reasons we didn't have it in place. We were trying to get all these proposals in.

And I was hoping, you know, to have them by this meeting. But of course, I don't.

MR. MEADS: When do you think you will have the media placement suggestions in place?

MS. HATTLER: We have the first-quarter media placement with Lavidge. That's what I've already reported on.

MR. MEADS: You sent that to the board?
MS. HATTLER: It was -- I'll be happy to.
MR. MEADS: I think that's what he's asking.
Because there is a fair number of unknown and that's not comfortable.

MS. HATTLER: Didn't we give that to them? Is
SPERLING \& BARRACO, INC.
that something we made public to the board? I don't remember.

I have it. I'll be glad to e-mail it to everybody; not today, tomorrow morning. But everybody will have it. You'll see where our placement is.

I'm sorry.
MR. MEADS: All right. Thank you, Debby.
Mr. Webb, do you have a minute, sir?
MR. WEBB: Absolutely.
MR. MEADS: Come on up.
All right. Last meeting we talked about our
logo. And I have to say the conversation was not, in my estimation, a very positive conversation. I think there was some things said that were inaccurate, inappropriate, and set back the work that the TDA and the work that BCF has done for the last few months. It was quite discouraging to listen to.

We had some (Inaudible) on the logo. And Art has graciously given up part of his vacation to come and address us on the logo and answer any questions on misconceptions or revisit exactly why we selected Play On.

Everybody sitting in this room was all on-board for Play On and moving forward, and we were excited about it. And somehow within the last 30 days somebody has
popped a hole in it.
And I think we need to refix that, because I am absolutely convinced that Play on is the right way to go. What it looks like -- we could change it around.

But Art said that he would be willing to come and visit with us.

MR. WEBB: I wasn't catching any fish this morning anyway, so it worked out just fine.

Well, how can I help?
It sounds like there are a lot of questions and concerns and second thoughts. I don't know if I can add to that other than maybe to listen.

The one thing that $I$ would share -- and, Clifford, this is news to you as well -- is yesterday actually while out fishing with Alex where we did catch a lot of fish -- I evidently in the $I$ guess last presentation that $I$ made to you all, which was uphill -that was up in Cashiers, right?

MR. MEADS: Yes, sir.
MR. WEBB: In that last presentation the discussion that we had was one of making some tweaks in refinement of logo.

Now, you know, different people use different words in different ways. And so maybe therein lied the rub.

But in my estimation, the graphic approach that the team had taken to the logo was good and valid and solid and would be hard-working, because it doesn't look like every other destinations' logo.

Take a look at Gatlinburg's logo. When we had that account, that was in some way a pain in my existence. Because it was about as cliched as a destination logo could be. It should not look like that.

If you want to look like that, you certainly can. It's your choice. But I would not recommend that. Because as humans, we are genetically hard-wired to notice those things that are out-of-place or that look different from other things.

So in that meeting we discussed making some refinements, looking at some typographic alternatives; in other words, literally different font choices but still within that same design framework. Right? Looking at some color variations of that.

The agency did that. We brought that back.
Evidently there was some miscommunication, misunderstanding. And I think your expectations were that you were going to see a much broader variety of really design options, not design refinement.

There is I don't know exactly how many hours left on that job, on that logo refinement job. But the hours
that are left on that job, we are going to put against looking -- instead of continuing on with any refinement, we're going to look at some completely different design alternatives with the logo.

And because I have been concerned that -particularly from sort of what I've heard at the last meeting, which sounded like it was a little bit of a challenge, that the agency has a bit of a black eye down here.

And I mean, I'm not in the business of developing a black eye. So in an effort to begin to try to remediate that, yesterday while fishing I authorized Greg Ward, my partner in charge of this piece of business, $\$ 2,000$ in pro bono time to add to that design exploration of that logo.

I don't know how much is left on the present refinement job. But it's not enough to get us there. So I said, "Greg, you know, open up another job. Authorize $\$ 2,000$ worth of give time" -- that's what we call it at the agency -- "so that we can bring back a range of five, six, eight completely different options."

It will be within the conceptual framework of or within the context of Play On. Absent any other direction, as far as $I$ know, that's kind of where we are. And it also sounds like there's some discussion about
that as well.
Within the context of Play on and sort of the spirit and attitude and communication, you will see some number -- I'm sure more than four and less than ten. Where and exactly how many, I don't exactly know. But the guys are going to look at a broader variety of different design approaches; not refinements of what you saw last time, but instead completely different approaches that will obviously use the destination name and the tag line Play On.

So that's going to be coming back to you. I asked Greg to work with you, Clifford, on timing. So I'm not prepared to talk to the timing on that. I don't know what that is. But they're on it.

MR. MEADS: Brien, question.
Is that not what we kind of discussed at the last board meeting? Is he on the right track?

MR. PETERKIN: Yeah, I think so. I mean, I think that's what -- I think that's kind of what I expected, was to see more variety personally. And I think that's what we all discussed.

MR. WEBB: I'm not sure where the communication gap was on that. Because I'm generally pretty cautious about committing my folks to burning client hours without some clarity on what we're doing.

Obviously there wasn't as much clarity as I thought there was.

MR. PETERKIN: I think while we're hashing this out here we should probably back up and see where everybody feels about Play On.

And you know, also, I think that the logo part for me -- it was a little too playful maybe, a little bit too childish. I wonder if that really represented us. Just personally, that was a comment that I had. I think other people had other comments.

But it probably doesn't hurt before we move forward to at least see what everybody feels about Play On.

I think the other -- I think you said not to bother to name names, because we may not really use the logo moving forward. (Inaudible).

MR. WEBB: Now, the domain name is not available. Play On is not available.

But regardless, my recommendation to you was -does anybody take notes in these meetings?

MR. PETERKIN: You said not do it. And we all understood why.

MR. WEBB: Yeah. You want to be like "Visit Jackson County" or a more generic name that was ubiquitous and would endure for however long.

MR. PETERKIN: (Inaudible).
MR. WEBB: There are multiple campaigns out there that use variations on those words in different business categories. But we checked with our legal counsel, and that should not get in your way of use of that phrase on a proprietary basis within the travel vertical.

MR. PETERKIN: Right.
MR. WEBB: There are many, many phrases out there in the marketing world that are not truly unique that are used in differing business categories. And they are therefore protectable within that particular vertical. So that's the case here.

MS. HATTLER: I think I tend to agree with Brien.
I think we were going to look at a logo and not just one logo with some changes and with some variations, and maybe three different logos so we can look at different logos.

All we saw was the same logo with just a little variation, but it was the same style. So I think that that was in the meeting where a lot of problems came up. We didn't really have a choice of the logo. We thought we would have a choice of which logo we went with.

MR. WEBB: Okay. As I just said, I authorized some additional time to be spent. And so we'll bring a broader variety of design options to you.

Now, as far as -- Brien, you brought up the issue of playful, what's too playful, what's not too playful.

If $I$ rooted everything that $I$ do in my personal subjectivity, $I$ would never ever get anything done.

The work that we've done on your behalf has been in the context of the market realities that you're facing right now, like them or not.

What was the name of the club that we fished in yesterday?

MR. BELL: Catatoga.
MR. WEBB: Catatoga. And I'm sure you all are pretty familiar with that. And I imagine you're somewhat familiar with the background and history and where it stands in its present state.

Is anybody here representing that particular club or a member? Nobody?

Okay. So I'll speak candidly. It's kind of a ghost town, scary; beautiful, remarkably beautiful water, beautiful landscaping.

Why the heck is that place a ghost town? It's a ghost town because there's not enough market demand right now in this destination and most other destinations across the country from the people in the age bracket that have the disposable income and the time to buy that kind of property.

SPERLING \& BARRACO, INC.

And the reason that there's not enough market demand is because those people are getting too old and their life is changing.

The nineties are gone. The eighties are long gone. And the 2000s are gone.

Your best bet at success is not to appeal to you. Do not look at yourself in the mirror and think that that's where success lies. It doesn't.

Now, my business did very, very well arguing this exact same conversation 15 years ago to people when it was valid to look at the mirror and say "You're who I should be marketing to." Because 15 to 20 years ago boomers hadn't gone through what we've gone through in the past five years, number one.

And, number two, life has just changed. We've all gotten older in our interests. And the things that occupy our time have changed around us. The age wave is undeniable.

The people that right now are in the age bracket that ought to be buying up all of that property in there, they don't want anything to do with anything called club. They're Gen X-ers. They loathe everything the boomers ever represented. They are as different as different can be from that generation, and they want no part of it.

Plus right now they're pulling their hair out
with little kids that are between the ages of five and 15 years old, and they don't have time to do anything anymore or disposable income.

And to make matters worse, we have 20 million fewer of those people in that generation. The people that are in the age range where they ought to be buying that product, there are 20 million fewer of them.

So appealing to that audience is by and large not a great business practice right now.

I'm dealing with this exact same thing in the Little Nell Hotel -- a five-star, five-diamond hotel -in Aspen, Colorado. Same thing. They're pulling their hair out.
"Our customers are dying. They're not coming back often enough. What do we do? Help us."

Now, when you look at the generation younger than those people, when you look at Millennials, there are 82 million of them, the largest generation in history. They are the most ethnically diverse generation in history. And they're coming up right in the middle of an explosion in technology. And we will see a repeat of what we saw with boomers.

But we are ten, 12 years out from that before those people are in a lifestage where they have the disposable income and the interest to engage in these
kinds of things.
It won't be exactly the same product. That same product won't sell.

So what you do right now is you are wise to try to establish a franchise with that next dominant generation that right now are in their twenties by and large. Some are in their late teens. Some are in their early thirties. But the bulk of that generation is in their twenties right now.

I mean, what did you do when you were in your twenties? I mean, we were all more adventurous, more into pushing the envelope, more playful, we were footloose and fancy-free.

Boomers were the quintessential dual-income no kids. In the eighties DINKs were us. When we were DINKs, we were spending money left and right doing all kinds of crazy, fun things.

So you could take any of a number of approaches that you want to. It's your budget. You need to find the additional money to do it with whoever you would choose to do it with. And you could certainly consider other alternatives to Play On.

But I think that the process by which we arrived at that, enlightened by the youngest voice in the room who had some very good wise words to stay -- he was dead-
on the money. I'm glad that we listened to him.
In my professional opinion, if it were my money, I would take Play On. And I would rechannel the discussion to "How can we make that start actually working for us toward greater productivity?" knowing that it is an idea and a spirit that should guide all of our marketing efforts.

But it's not the only piece of communication that any consumer is going to see. Right? It will live in a context -- some context: a digital ad, a traditional ad, a Website, press release. It's never going to be standing out there all on its own. It will be surrounded by a piece of communications architecture that gives it meaning.

You look at a brand video and you understand completely the general notion and concept of that brand idea. Then when you see the tag idea at the end, it just reinforces or labels for you, gives you a shorthand for, what that idea is.

Is it too playful? It's precisely the right level of playfulness.

Will it appeal equally to all generations? I think it probably appeals more strongly to those younger than by and large those of us in decision-making mode.

But I think it's incumbent upon us to look longer
term. You've spent $\$ 50,000$ to arrive at a proposition that was going to be durable. It's a complete waste of money to come up with a tag line, some cutesy little slogan, that somebody half-baked and charged you an arm and a leg for and you use it for three years and then decide you're tired of it and want to move on and do something else.

That's ridiculous. Don't ever do that.
But if you invest the kind of time, diligence process, interviewing, and methodology that went into this, you should -- and I believe you did -- arrive at an idea that you can live with a long time, make a lot of hay out of. It has wonderful applicability to a lot of things.

Julie, performance, yes. Play On is like perfect for what's going on on the green right now in Cashiers.

So I mean, I think maybe I'm preaching to part of the choir and maybe part not the choir. And you know, at the end of the day you're the ones that have to be comfortable with that proposition. You need to embrace it.

If you don't embrace it and if there is sort of dissonance in the marketing communications marketplace, if the consumer is coming in contact with a variety of messaging or messaging that's kind of not in service of
that broader notion, then $I$ think you're kind of doing yourself a disservice.

My family and I got down here Saturday afternoon. And let's see. The day before yesterday we went to Sliding Rock and my kids had a ball.

And yesterday morning at breakfast I saw Mark Jones in the dining hall. He said, "Well, are you having fun?"

I said, "Yeah. You know, we just" -- and I didn't even think about it. I said, "We've been just playing like kids the whole time and had a ton of fun."

And he realized what I said. I didn't realize what I'd said. He goes, "Play On."

And I think that's really sort of foundational to the whole experience here. I mean, there were people at Sliding Rock yesterday older than me getting out and having the time of their lives.

I think you were smart and wise to end up there. And I think the most productive use of your time and your dialogue is how to make it work for your behalf and sooner rather than later.

MR. PETERKIN: I think as a board we got there. We went through a whole process and went through a lot of what these guys have heard and we heard along the way.

MR. WEBB: Yes. This isn't the first time you've
heard what $I$ just said.
MR. PETERKIN: Sometimes it's hard to come in, not having gone through that process, and understand how it (Inaudible). We went through a whole process, which everyone was hoping to do.

MR. WEBB: Right.
MR. PETERKIN: But I think it's really important to the board that we all want this. If not, then you need to say something else.

MR. WEBB: If not, the unfortunate part is --
MR. LUKER: It's a little late.
MR. WEBB: -- it's late in the game. Because the job is done. It's closed. If it hasn't already been billed out to its fullest, it will be. I mean --

MR. LUKER: Let me say, Art, first of all, thank you for coming back. I know this is your vacation and your time and your family time. There's nothing more precious in life that none of us take enough of.

MR. WEBB: That's all right. I wasn't catching fish this morning. I would have not shown up had I been waling on it.

MR. LUKER: Secondly, let me say that I'm sorry that you do feel like that your agency got a little bit of a black eye.

But let me say that I think you've done a damn
good job on what you've done.
MR. WEBB: Well, thank you.
MR. LUKER: We agreed collectively as a board. And we collectively as a board need to get our act together and move forward with it and start doing what we're supposed to be doing and what we've been summoned to do and move forward and agree to get this going.

MR. MEADS: Right.
MR. LUKER: So you know, is there things that $I$ can look at personally and say "I don't personally like that"? Heck, yeah.

But it's not about Mickey. It's about heads and beds and what we're bringing to Jackson County and what is going to drive the most action for our county.

MR. WEBB: And you know, the marketing of a travel destination -- there's a lot of different parts that have to work in concert and harmoniously with one another for that marketing to be successful.

The brand is sort of a foundational piece. It's a really important piece. If you don't get that right, everything else is going to be a little bit flawed that's built upon it. But it isn't the entirety.

You know, you couldn't run an ad that just only said Play On and that was it and expect success. You're going to have to have a really smart, very strategic,
very budget-conscious, miserly media plan, a very progressive -- given the size of the budget, a very progressive approach.

To plan the media, that's going to be important. The Website is going to have to be a work horse. And it's going to have to be very smart and productive. And it has to do a very well-balanced job between impression and transaction.

You know, you've got to drive visitation there. You've got to develop and shape desirable perceptions of the destination with the Website, even as you deliver the utility of all the travel information that $I$ need, all the planning information that $I$ need. So that's a really important part of it.

There is a whole concert of stuff. It's got to kind of all work in sync with one another. And don't discount the importance of those other things as well.

Don't at the same time take anything that $I$ just said to mean that the brand isn't important. It is. But it's -- the house isn't finished. You've got the foundation laid. Now there's other pieces you've got to put on it.

MR. LUKER: Thanks for helping us to get a little bit refocused. I think we got out of focus last time and got cloudy. We need to get back on-track and get moving.

MR. MEADS: I'm appreciative that your firm sent us a proposal to keep this relationship going as Debby has gotten her proposals.

MR. WEBB: We want to definitely.
MR. PETERKIN: Anything else that we have?
MS. HATTLER: I think that as a board I voted for Play On. We have to move on or we lose $\$ 50,000$.

I think now it's up to the (Inaudible) to help us come up with a logo that we feel comfortable with that will really help blend the county together in a working, marketing idea.

Obviously, Play On is not the only thing that's going to be in the brands. I do think and I do agree that there was quite a few times here we thought it was not only childish -- we all like to be young and play on. But it was just a little more camp-age kind of logo than what we were looking for.

But I think that we are in accord about Play On. I just in the way it's going to be used and how it's going to be in advertising is -- we need to come up with that idea that we're all comfortable with and then move on.

And again, it's in stages that we have to move on. First, we have play on. We have to get the logo. After that then we get to the marketing, you know, aspect
of it. So it all hinges on each step that we do along the way.

But I think that's what happened. We just really felt that that was the logo that was not appropriate. Play On, yes. But not the logo.

MR. WEBB: You'll see alternatives.
MR. PETERKIN: (Inaudible). I'm in the real estate market up in Cashiers.

I used to be kind of the buyer. But I'm not anymore. I know that. Part of it is the aging. But part of it is the recession. Guys my age are simplifying rather than adding on.

As a community, we have to really recognize who is our market in order to be successful and look down the road rather than just what worked in the past.

MR. WEBB: It's very important. The old ways continue to work. They'll work with waning issues.

MS. HATTLER: One thing we talked about at the last meeting when you gave us Play On and we decided on it was that you were going to do some market analysis -I don't know what the right word was -- or test it with a group of people to see how they reacted to Play On.

MR. WEBB: I said that we could do so.
MS. HATTLER: Right. Has that been done?
MR. WEBB: The challenge with that is there was
long ago no budget remaining to do so. We gobbled up more than the allotted amount of money to develop what we developed. And consumer market research after the fact wasn't part of that original proposal.

We'd be more than happy to do it, more than happy to develop some elements that we put out in an online survey.

I'll be candid with you. More often than not, when you ask a consumer what do they like, the answer that they give you isn't particularly actionable or helpful or valid. But if it helps you feel comfortable, we can put a proposal together to do that.

But the most productive way to test -- to market test a brand communications campaign is in a qualitative format where you have time to sit down and speak with individual consumers on a one-on-one basis, share the extent of the campaign with them and then get their feedback.

That can take some time and some money to do. And candidly, its value lies most in proving a point that's sort of you already know where you already want to make it.

FROM THE FLOOR: I'm just going to say that I
like that brand idea a lot.
I think, from my point of view, kind of what SPERLING \& BARRACO, INC.
happened after we decided on Play On was people lost the idea that the Play On thing was a concept in the sense that when you came to us one of the other concepts was Calm, Cool, and Connected.

We picked the Play On one, because that concept and idea -- being that you can play here at any age and have so much fun here -- the concept of that ad Play on is what we're going for; not if we chose the Calm, Cool, and Connected as a completely different aspect.

MR. WEBB: Absolutely.
FROM THE FLOOR: The fact that those two words are our ad and the brand that we advertise, we're advertising that concept. The concept represents the concept, not just that that's the idea.

MR. LUKER: I want to just say thank you. You've helped us, as I said a moment ago, to get refocused where we're at.

You graciously -- you didn't have to -- will bring back three more things you were saying to us to look at as well.

But we need to move forward now. That's what we decided on a week ago when this board met. You bring those to us and we need to move forward.

Thank you.
MR. WEBB: You're welcome.

MR. LUKER: I think for what we asked for and what we agreed for in the budget, you've graciously -Mr . Chairman and I have worked with a lot of marketing firms over the years in the business we've been in. And you have graciously supplied us with a lot.

MR. WEBB: This has been fun. I mean, I love this place. I can go on vacation about anywhere I want to go.

We're here not for political reasons. It's fun.
It's a great place. It's great for my kids right now.
MR. PETERKIN: The next meeting is in a month?
MR. MEADS: August 21st.
MR. PETERKIN: We need to rock on.
MR. MEADS: I know.
Art, thank you again. We really appreciate it.
MR. WEBB: You're welcome. You're welcome. If there's anything else $I$ can do for you all, let me know. Thanks so much.

MR. MEADS: Darlene?
MS. FOX: I have two copies of the reports. One is (Inaudible).

I'll go over the highlights for June. The total cash is $\$ 209,393.78$. We've collected $\$ 53,659.38$ in revenues and had expenses of $\$ 53,573.15$.

The collections for the month of June were up.

We saw about a 42\% increase in those.
The same year -- the same period last year we had $\$ 37,749.71$ versus $\$ 53,659$ this year.

MR. PETERKIN: What's the reason for that?
MS. FOX: Some of it -- we've got some --
MR. PATEL: Can you break down what is the 1\% extra we're getting and then compare it just for this year? The 3,753 is obviously huge, but that was $3 \%$ or 4\%.

MS. FOX: I'll do that.
MR. PATEL: You want to raise $1 \%$.
MR. LUKER: Thank you, Darlene.
Vick and I had talked about that before the meeting. I think that will be real helpful for the committee to see is it actually growth or is it actually just the $1 \%$ where we're at.

MR. PETERKIN: Could it be collections? Could it be a timing thing? Or is it actually growth?

MS. FOX: It's grown. We've got five more units reporting this year than we had last year.

MR. PETERKIN: So it's not just a timing issue of collections?

MS . FOX: No.
MR. PETERKIN: So it's got to be growth or the
1\%, right?

MS . FOX: Right.
That's all I have.
MS. HATTLER: Darlene, could I ask you one quick question?

This is the year-end budget for the TDA, correct? MS. FOX: Correct.

MS. HATTLER: On this sheet it says that there is a balance of $\$ 209,393.78$ ?

MS. FOX: That rolls forward in fund balance.
MS. HATTLER: In fund balance. And that rolls
forward into 2013-2014?
MS . FOX: Yes.
MS. HATTLER: That's on top of what revenue will come in in 2013 and '14?

MS. FOX: Correct.
MS. HATTLER: The ending balance on page 1 where it says zero, is that just for --

MS. FOX: That's a balancing.
MS. HATTLER: Okay. But the 209,000, that does roll over to the following year?

MS. FOX: It does.
MS. HATTLER: Perfect. Thank you so much.
MR. MEADS: Does anyone have any more questions for Darlene?

All right. Stephanie, you've got some quick
stuff from Cashiers?
MS. EDWARDS: Sure. Just very quickly. And Debby mentioned it before. I'll drop this stuff for convenience.

A great article in the Charlotte Observer. This is a direct result of The Mountain Challenge, which is the Roddick career exhibition.

It is sold out, oversold. We are getting calls every day from regional visitors who would like to attend. And I think they're trying to accommodate that in terms of additional seating.

Craig Distl has been very helpful. And we're doing actually what we're foreseeing as an individual exclusive interview with Roddick with Garden \& Gun, which will I think complement our advertising efforts there.

And just to share with you, "Why Brooklyn Decker and Andy Roddick chose to live the high life in Cashiers?"

I mean, you can't pay for that kind of stuff. It speaks to all those items that Art was talking about too.

Joy Garden Tour, (Inaudible), a big regional draw has been oversold this year. That's going on as we speak.

The dining guide that I mentioned last meeting
has been published and that's out in the market. And we're getting a very positive response to that.

Since the last meeting this is a visitors' guide that was published and is out in distribution now.

Very quickly on the statistics, in June we mailed over 500 packets of specific detailed information. We had 535 telephone calls, 400 walk-ins, and we did 1,700 specialty pickups.

What I hope, at least from my perspective, is that we can develop some consistent -- develop a template that Julie and I both can use, so we're comparing apples to apples and knowing what information you all would like us to collect that we're going to use for measurement purposes against the campaign.

The last thing. I did bring in an event that you haven't seen. It's the 2012 Mountain Regional Travel Survey from the State of North Carolina. It has some very interesting statistics about our region in general, talking about why people come here versus other parts of the state and what the regional draw is.

UNKNOWN: Do you have copies of that?
MS. EDWARDS: Yes. I'll leave them right here.
That's all.
MR. PETERKIN: What are the 1,700 pickups?
MS. EDWARDS: We have folks that come in that we
work with. They are interested in an event. We have -you know, one person comes in, but they're representing larger groups.

MR. PETERKIN: In the Garden \& Gun thing, we had Cashiers and I guess we had Sylva too, right?

MS. EDWARDS: Yes, we did.
MR. PETERKIN: Is that the primary plan to move forward, to have both?

MS. HATTLER: No, the plan to move forward is to have one for the County. But we can't do that until we have a logo and we have (Inaudible) marketing. And this had to be done four months ago.

That's what's going to help us save money in the advertising, by being able to combine. We can't do that until we have a logo. We need to do that.

MR. PETERKIN: Let's say somebody contacted you. Let's say the ad in Garden \& Gun. If you get so many contacts, do you have a way of asking them how did they find out?

MS. EDWARDS: Well, that's one of the things that I'd like to see a template. You know, what is the procedure they use. They always ask -- a lot of times people don't volunteer that information. It's a little harder to measure.

The leads that Vick was talking about are those
that are actually produced from specific ads like in Southern Living. And then Southern Living sends us all of those interested parties.

So it's both leads coming off publications getting that data and moving forward.

MR. PETERKIN: That's what we need to.
MR. MEADS: Ms. Spiro?
MS. SPIRO: I'll hand these down. This is my report of analytics.

All of this information we added to it from High Hampton was highlighted on NC Weekend. It is a segment that we worked on about four years ago.

Also WJHL-TV, which is the Tri-Cities TV of Eastern Tennessee, recently aired in June and in May the fly-fishing segment where they make it with hemp cable.

Actually, I think, Alex, you starred in that.
MR. BELL: I didn't star. I went.
MS. SPIRO: (Inaudible). We embedded it in the fly-fishing trail Website. You can go to that Website and look at it.

Earlier this week (Inaudible) visitNC.com visited the fly-fishing (Inaudible) and the Jackson County Facebook page.

There is an article that I provided Mr. Meads. It is from Boone magazine. It is a couple that we have
hosted here. Barb and Greg Petty came, and we helped them.

And Craig Distl gets full credit for that. He wrote the article and highlighted Cornucopia, High Hampton Shopping, Village Green.

I gave some copies to them. We will get a printed magazine in the mail forthcoming. Mr. Meads has a copy of the written article from the newspaper. I ordered a copy of that newspaper. I don't have it.

Craig did a good job with that. I appreciate all of the hard work he does.

Thank you. I think everything else is stuff more related to Chamber.

I would like to tell you that the fly-fishing trail Facebook page, which we did invest in a little bit, has now reached over 2,000 likes. We are reaching 9,000 to 15,000 people a week, which is really good.

Our visitors' center for our Chamber is reaching 16,000 to 23,000 people each week with 3,850 likes as of this week. (Inaudible).

MR. PETERKIN: How do you keep up with it?
MS. SPIRO: Mary Ann Baker keeps up with it.
Yes, she does.
MR. PETERKIN: She keeps it up-to-date?
MS. SPIRO: (Inaudible). She insights media
marketing. She does a wonderful job.
I basically feed her some of the information that we want to post on there on a regular basis such as the fly-fishing trail report and certain little segments that they send to me. I just forward it on and she posts it up.

Sometimes she'll find a picture on her own and we'll get in touch with (Inaudible) and utilize their Facebook pages as a way to stay in touch out there and use some of their fishing experiences, whether they're fishing in Cantertown Valley or they're fishing the Upper Tuck.

MS. EDWARDS: She is cost-effective.
MR. MEADS: Anything else, Julie?
MS. SPIRO: No.
MR. MEADS: Thank you very much.
That brings us to the end I think, you all.
One other comment from me was I've asked Robert
Jumper if he would accept the position of the finance chair with Russ's absence. And he has graciously accepted.

I think with his six years with the TDA, several years as the chairman of it, it gives a good solid institutional knowledge and that we're going to need all the help that we can get. So I really appreciate his
energy and his attitude.
He'll be working with a bunch of good folks. Debby is on it. Vick is on it. Brien is on it.

Now that we've got the lion's share of at least this year's budgeting kind of behind us, it's a good time to have him start. So I appreciate it.

MR. JUMPER: I'll do the best I can for you.
MR. MEADS: All right. Anybody from the audience have something to add?

I know it's been a long meeting.
All right. Motion to adjourn and second.
(Whereupon, at 2:46 o'clock p.m., the hearing in the aforesaid matter was concluded.)

STATE OR NORTH CAROLINA )
COUNTY OF BUNCOMBE )
I, GENEVIEVE R. BATA-SLAGLE, a notary public in and for the State or North Carolina, do hereby certify that the foregoing pages constitute a true and correct transcription of my stenographic record of the proceedings had and testimony taken in the aforementioned cause;

That I am not of kin or in anywise 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 ___ day
of $\qquad$ , 2012.

|  | 14:11,14;17:17,19; | 30:23;31:17,19; | appeal (2) | 3:19 |
| :---: | :---: | :---: | :---: | :---: |
| \$ | 34:10,10;38:23;43:7, | 32:6;41:11;43:6 | 31:6;34:22 | Atlanta (1) |
|  |  |  | appealing (1) | 21:1 |
| \$2,000 (2) | add (9) | 25:19;26:8,20 | 32:8 | attend (1) |
| 26:14,19 | 6:19,22,24;9:21 | 7:23 | appeals (1) | 47:10 |
| \$209,393.78 (2) | 13:4;14:17;24:11 | agenda (3) | 34:23 | attitude (2) |
| 44:23;46:8 | 26:14;53:9 | 3:20,22;5:21 | apples (2) | 27:3;53:1 |
| \$37,749.71 (1) | added (7) | ages (1) | 48:11,12 | audience (2) |
| 45:3 | 7:3,5,6,7,10;9:1 | 32:1 | applicability (1) | 32:8;53:8 |
| \$50,000 (2) | 50:10 | aging (1) | 35:13 | August (1) |
| 35:1;40:7 | dding | ago | appreciate (4) | $44: 12$ |
| $\$ 53,573.15 \text { (1) }$ | 41:12 addition (1) | ago (8) $8: 23 ; 31: 10,12$ | $\begin{aligned} & \text { 44:15;51:10; } \\ & \text { 52:25;53:6 } \end{aligned}$ | $\begin{aligned} & \text { Authority (1) } \\ & 3: 4 \end{aligned}$ |
| \$53,659 (1) | 3:18 | 42:1;43:16,22;49:12; | appreciative (1) | Authorize (1) |
| 45:3 | additional | 0:12 | 40:1 | 26:18 |
| \$53,659.38 (1) | 7:12;8:25;29:24 | agree (5) | approach (2) | authorized (2) |
| 44:23 | 33:20;47:11 | 10:8,10;29:13 | 25:1;39:3 | 26:12;29:23 |
| \$6,000 (5) | ddress (1) | :7; | approaches (3) | available ( |
| 9:1,15;10:14,23; | 23:20 | agreed (2) | 27:7,9;33:18 | 14:20;28:17,18 |
| 11:7 | $\begin{gathered} \text { addresses (2 } \\ 5: 2 ; 14: 23 \end{gathered}$ | $\begin{aligned} & 38: 3 ; 44: 2 \\ & \text { ahead (2) } \end{aligned}$ | appropriate (2) 11:9;41:4 | $\begin{array}{\|c} \text { away (1) } \\ 9: 8 \end{array}$ |
| A | adjourn (1) | 3:2;9:22 | approval (2) | awful (1) |
| able (8) | $\underset{9.15}{\text { adjustment (1) }}$ | 50:14 | approve (7) | aye (1) |
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| 6:6;13:19,20,22; | 9:15 | Airlines (2) | $5,12$ | 6:16 |
| $\begin{aligned} & 14: 17 ; 16: 4 ; 22: 8 ; \\ & 49: 14 \end{aligned}$ | $\begin{aligned} & \text { administration (1) } \\ & \text { 19:20 } \end{aligned}$ | $\begin{gathered} 14: 9,11 \\ \text { Alex (4) } \end{gathered}$ | approved (2)$4: 8 ; 9: 1$ | B |
| $\begin{gathered} \text { absence }(\mathbf{1}) \\ 52: 20 \end{gathered}$ | adopt (3) 11:10,12,16 | $\begin{aligned} & 7: 24 ; 11: 19 ; 24: 15 ; \\ & 50: 16 \end{aligned}$ |  | back (13) |
| Absent (1) | adopted (1) 11:8 | Allegiant (3) | $\begin{gathered} 5: 20 ; 6: 15 ; 7: 1 \\ \text { architecture (1) } \end{gathered}$ | $\begin{aligned} & 9: 9 ; 15: 19,20 ; \\ & \text { 20:13;23:15;25:19; } \end{aligned}$ |
| Absolut | ads (6) | allotted (1) | 34:13 | 26:20;27:11;28:4 |
| 23:9;24:3;43:10 | $\begin{aligned} & 13: 21 ; 16: 11 ; \\ & 17: 14,22 ; 21: 3 ; 50: 1 \end{aligned}$ | $42: 2$allow (1) | arena (1) | 32:15;37:16;39:25; |
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