

**Communications from
8/31/21 – 9/21/21**



Clark Lovelace <clark@brevardncchamber.org>

Re: Staff Information

1 message

Layton Parker (TCT) <layton@explorebrevard.com>
Reply-To: "Layton Parker (TCT)" <layton@explorebrevard.com>
To: Clark Lovelace <clark@brevardncchamber.org>

Tue, Aug 31, 2021 at 9:52 AM

ok sounds good, I will send them over

On August 30, 2021 5:14 PM Clark Lovelace <clark@brevardncchamber.org> wrote:

Got it. Perhaps send it this way for now, but be open for additional "checklist" items if necessary. Thoughts?

Clark E. Lovelace
Executive Director
Brevard/Transylvania Chamber of Commerce
Transylvania County Tourism Development Authority
175 East Main St., Brevard NC, 28712
Chamber: 828-883-3700, brevardncchamber.org
TCTDA: 828-884-8900 / 800-648-4523, explorebrevard.com



On Mon, Aug 30, 2021 at 3:30 PM Layton Parker (TCT) <layton@explorebrevard.com> wrote:

These look good. The only thing you may consider is the detail level of the job descriptions of the support staff. The bulleted summaries provide an accurate summary of their responsibilities, but there is a chance that the County uses much more details in their versions of job descriptions (really more like checklists) and if the descriptions are too vague, they may assume less responsibilities. Not saying that would be the case, just one thought. I am not sure how you would even modify these to not seem too wordy. Let me see if her email from before had an example...

On August 29, 2021 8:16 PM Clark Lovelace <clark@brevardncchamber.org> wrote:

Layton,

Attached are job descriptions for Executive Director, Marketing and Communication Manager, and Operations and Outreach Manager. Please review and let me know if you have any recommended tweaks before sending on to the county.

Regarding pay rates, the ED position is currently \$77,000 with a typical bonus of \$4K. The MC and OO positions have a pay range of \$35-\$40,000, with one making \$37K right now and the other at \$38K. Bonuses have averaged \$1.5K for each.

Benefits for all are:

- Paid time off (vacation and sick rolled into one) is 120 per year for your first 5 years and 168 per year after 5. It is accrued monthly.
- There are 7 paid holidays.
- There is a retirement match of up to 3%.
- There is no health insurance.

Let me know if any questions.

Clark E. Lovelace

Executive Director

Brevard/Transylvania Chamber of Commerce

Transylvania County Tourism Development Authority

175 East Main St., Brevard NC, 28712

Chamber: 828-883-3700, brevardncchamber.org

TCTDA: 828-884-8900 / 800-648-4523, explorebrevard.com





Clark Lovelace <clark@brevardncchamber.org>

Fwd: next steps

1 message

Layton Parker <laytonparker@gmail.com>
To: Clark Lovelace <clark@brevardncchamber.org>

Tue, Aug 31, 2021 at 3:29 PM

Layton

Begin forwarded message:

From: Jaime Laughter <jaime.laughter@transylvaniacounty.org>
Date: August 31, 2021 at 3:02:36 PM EDT
To: Layton Parker <laytonparker@gmail.com>
Cc: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>, David Guice <David.Guice@transylvaniacounty.org>, Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>
Subject: RE: next steps

Thank you, Layton!

I touched base with Sheila and the one thing right off we will need is something that establishes the minimum education and relevant experience for these positions that you would accept instead of the general "experience in". We will also need contact information for each employee because we will need them to fill out a form that helps capture elements of their job. It is an online tool that they can fill out in less than five minutes.

I think that is all right now!

Thanks!

Jaime

From: Layton Parker <laytonparker@gmail.com>
Sent: Tuesday, August 31, 2021 10:17 AM
To: Jaime Laughter <jaime.laughter@transylvaniacounty.org>
Cc: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>
Subject: Re: next steps

Some people who received this message don't often get email from laytonparker@gmail.com. Learn why this

Is Important

Jaime,

Per your suggestion for the next step, I am attaching drafts of potential job descriptions for the 3 current positions that the TDA would like to fill. It was good for Jonathan to be able to provide this updated request for information for the commissioners and allow them to understand more about the TDA and the upcoming changes. It was also helpful for Jonathan to inform them that there are really no "fully independent and autonomous" TDAs in NC and all of them either contract with a 3rd party or utilize some version of an arrangement with the County for payroll and HR function so we will continue to explore the structure by getting the feedback from you and the HR department regarding the job descriptions and then salary parameters accordingly. This will be for initial thoughts and we will plan to present them to the board for approval after receiving your feedback.

For comparison purposes, here are some of the benefits offered to the current chamber staff filling these positions now:

- Paid time off (vacation and sick rolled into one) is 120 per year for your first 5 years and 168 per year after 5. It is accrued monthly.
- There are 7 paid holidays.
- There is a retirement match of up to 3%.
- There is no health insurance

I hope this is helpful to assist in providing the TDA more information about working with the County and the HR department for a new staffing structure.

Thank you again,

Layton Parker

On Tue, Aug 24, 2021 at 1:21 PM Jaime Laughter <jaime.laughter@transylvaniacounty.org> wrote:

Good afternoon, Layton! I am not sure if you had chance to watch the meeting last night so I wanted to circle back so we are all clear on next steps.

Commissioners did vote last night to reduce the tourism committee structural options they are agreeable to consider to two:

1. Contract with another organization (as you are chamber now)
2. Employees come under the county employment structure

I know the discussion with the chamber is on hold for now as they continue to do their own analysis, but we are agreeable to going ahead and following through the process to give you the details on the county employment option.

To take the next step, we need the TCT board to confirm the job descriptions for the positions you need to operate separate from the chamber. I'm assuming it would be similar to what you have through the chamber now so I'd suggest using those as a starting point and refining. If you'd like to get them and forward them over to me and Jonathan ahead of the board discussion on them we can see if there is additional content that the TCT Board would need to consider in order to finalize them. Once the TCT board has finalized job descriptions, we will need you to send those to us so we can take the next step of analysis on the path to the TCT board being able to make a recommendation to commissioners.

I am copying in Shella Cozart, our HR Director. She will be working with me and Jonathan on this analysis, but right now she is on leave from surgery. We will likely keep copying this team in as we move along so that we are all on the same page and you are getting consistent communication with clear steps and to make sure that we all stay on the same page. It seems like the more ways available to communicate the harder it can be to keep that critical element straightforward, but centralizing should help us keep moving the process smoothly.

We look forward to working with you to get the TCT recommendation for commissioners to the finish line!

Jaime

—
Layton Parker
Hampton Inn Brevard NC

General Manager
(828) 883-4800
275 Forest Gate Dr.
Pisgah Forest, NC 28768



Clark Lovelace <clark@brevardncchamber.org>

Re: Estimates, Per TCT Space Within Chamber of Commerce Building

1 message

Clark Lovelace <clark@brevardncchamber.org>

Thu, Sep 2, 2021 at 12:35 PM

To: Nory Lebrun <nory@mindspring.com>

Cc: Jeff Joyce <joycej@brevard.edu>, Angela Owen <angela@truventure.com>

Forgive the brief answer, but I'm minutes from heading out of town for a few days, getting back late Monday. For what it's worth, below is a message I sent Jeff with my schedule this week and next, which is particularly hectic and limited.* Hope this helps.

- To me, there are two separate areas of rent. One is the operations of the visitor center. That includes the front/back visitor center area (including the storage vault) and Sally's desk. The other is office space and includes 1/2 of my office, Corey's cubicle, and MJ's office.
- Attached is the lease with the Brevard Philharmonic
- I've also attached a document I sent to the working group a while back. It includes some thoughts and assumptions, including "office space" and "visitor center rent".
- Parking is as follows:
 - Main lot - 14 spaces (2 are handicap)
 - Back lot - 11 spaces (3 for chamber staff, 2 for TCT, 2 for 2nd floor tenant, 4 misc.)

*Just a heads up that I will be out from midday tomorrow through Monday, 9/6, then out for surgery (torn meniscus) on Thursday, 9/9, then hopefully working from home on 9/10. I'm condensing as much as possible by working 1/2 a day tomorrow and hopefully working the day after my knee surgery due to all that's going on. Anyway, wanted to let you know.

Clark E. Lovelace

Executive Director

Brevard/Transylvania Chamber of Commerce

Transylvania County Tourism Development Authority

175 East Main St., Brevard NC, 28712

Chamber: 828-883-3700, brevardncchamber.orgTCTDA: 828-884-8900 / 800-648-4523, explorebrevard.com

On Thu, Sep 2, 2021 at 12:02 PM Nory Lebrun <nory@mindspring.com> wrote:

Clark,

Good morning! When you have a moment today/tomorrow, would you please send me an estimate of the "square footage" that Transylvania County Tourism occupies in the Chamber building? My working assumption is that would include the Visitor Center space (including storage), Sally's space, the TCT employees office space (Mary Jo, and Corey), your office (I understand the current "split Exec. Director thing"), and other thoughts. Also, are we charging the Brevard Philharmonic (?) a per square foot rent or a flat fee (if a flat fee, what is that based on—perhaps, what we were charging HOB)? Last but not least, how many designated parking spaces are there on the property?

Clark, any other specific building, property notes not covered previously are welcomed.

Thanks, Nory

2 attachments

6/1/22, 2:47 PM

Brevard/Transylvania Chamber of Commerce Mall - Re: Estimates, Per TCT Space Within Chamber of Commerce Building

 **Building Lease (Brevard Philharmonic) - Signed.pdf**
178K

 **TCT-Chamber Contract (3 options).pdf**
211K

Chamber Contract with TCT

The contract for service between the B/T Chamber and TCT includes a base amount and an addendum amount. It has historically been a five-year contract that is reviewed annually with the amount and specific services adjusted as needed. The addendum was added roughly 10 years ago when additional staff was needed to fulfill the contract. The services covered by the additional staff and payment for the provision of those services was covered in an addendum. This gave flexibility if further adjustments were necessary, including cancelling the addendum, but maintaining the base contract.

While the contract does cover detailed services that will be provided, it does not indicate specific compensation for each of those services. It instead has a lump sum amount for the provision of all the services. The addendum provides a bit more correlation between specific services and dollars, but not with detail.

For the purposes of this exercise, it will be beneficial to break the contract into the three primary elements and assign dollars to those categories. There is a range that applies to what would be "fair" or "acceptable" for each category. What is used below is the best approximation based on all known factors.

Contract Expense (Current)	\$215,000
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- Wages for TCT staff (total employee cost*) - \$140,000
 - 1/2 Director - \$47,500
 - 1 Operations - \$47,000
 - 1 Marketing - \$45,500
- Visitor Center Operations (\$50K staff + \$5K supplies + \$12K rent) - \$67,000
- Office space (1 full office + .75 cubical + .5 office = 2.25 offices) - \$8,000

Chamber Wages (Current)	\$93,000
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- ½ Director - \$47,500
- 1 Member Services - \$45,500

*Base wages, average bonus, workers comp, payroll and admin, office supplies, etc. It works out to base wages plus an additional 23%.

Total TCT expense for current contract areas (Staff, VC, Office Space)	\$215,000
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Total expense for Chamber focused staff	\$93,000
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Scenario 1

TCT/Chamber continue with contract in a structure similar to the current one, with the addition of assistant directors for each organization to handle the necessary capacity for total oversight of both organizations

Contract Expense **\$237,500**

- Wages for TCT staff - \$162,500
 - 1/2 Director - \$47,500 (assuming director salary stays the same)
 - 1 Assistant Director - \$59,000 (\$10K increase / 25% of TCT director duties)
 - 1 Marketing - \$45,500 (no change)
 - 30% Part-time Admin - \$10,000 (for duties no longer done by the asst director)
- Visitor Center Operations (\$50K staff + \$5K supplies + \$12K rent) - \$67,000
- Office space (1 full office + .75 cubical + .5 office = 2.25 offices) - \$8,000

Chamber Wages **\$115,500**

- ½ Director - \$47,500 (assuming director salary stays the same)
- 1 Asst Director - \$58,000 (\$10K increase / takes on 25% of Chamber director duties)
- 30% part-time admin - \$10,000 (to take on duties no longer done by member services)

Total TCT expense for contract areas (Staff, VC, Office Space) **\$237,500**

Total expense for Chamber focused staff **\$115,500**

Comments:

- Requires 2 new hires for asst director
- Impacts the positions of two current staff
- Requires 1 or 2 hires for administrative work
- Results in additional office or cubicle need for 1 or 2 administrative individuals
- Increased expense to TCT (\$22,500)
- Increased expense to Chamber (\$22,500)
- Essentially the same as current structure, so don't need to "sell" to public, chamber members, county, tourism partners, etc.
- Allows Chamber to more easily provide "cover" for TCT when needed

Scenario 2

TCT creates their own organization, and the Chamber continues to own the building and operate a visitor center. TCT and the Chamber have a service contract covering visitor center operations and office space.

Contract Expense	\$79,000
<ul style="list-style-type: none"> • Visitor Center Operations (\$50K staff + \$5K supplies + \$12K rent) - \$67,000 • Office space (full upstairs with 2.75 offices) - \$12,000 	

TCT Wages	\$187,500
<ul style="list-style-type: none"> • 1 Director - \$95,000 • 1 Operations - \$47,000 • 1 Marketing - \$45,500 	

Chamber Wages	\$105,500
<ul style="list-style-type: none"> • 1 Director - \$82,000 (assumes 16% salary reduction) • 1 Member Services - \$45,500 • Savings from conversion to reduced hours for VC desk coverage* (\$22,000) 	
*Director handling some of MS duties and MS handling some of Visitor Center Coordinator duties, allowing for conversion to 24 hours of desk coverage instead of full-time VC Coordinator.	

Total TCT expense for current contract areas (Staff, VC, Office Space)	\$265,500
Total expense for Chamber focused staff	\$106,000
<ul style="list-style-type: none"> • 2nd floor rent up by \$5K, but downstairs down by \$8K • TCT grant similar to what's done for HOB 	+ \$3,000 - \$7,500
Total Chamber staffing and rent impact	\$101,500

Comments:

- Requires new hire for director
- Requires current 2nd floor tenant to not be renewed at end of term (7/1/22)
- Increased expense to TCT (\$50,500-\$61,500), plus furnishings and set up for 2nd floor
- Increased expense to Chamber (\$0-\$10,000)
- Impacts one current position (visitor center coordinator)
- Requires adjustment of duties by member services coordinator
- Possibility of negative public and chamber member perception

Scenario 3

TCT creates their own organization, and the Chamber sells the building and ceases to operate a visitor center. There is no contract between the two organizations.

General:

- As a comparative, the Heart of Brevard is worth looking at with regard to size, needed headquarters, etc.

Staff:

- Staff would be a director and member services. Impact vs. current expenses would be an increase of \$37,500 by converting to a full-time director.

Building

- Our mortgage balance is \$182,000. Our most recent property valuation estimate, while not necessarily a reflection of market value, was \$1,169,000. If we were to sell the building, we would have substantial reserves.
- With a quick look at our financials the financial cost and benefit of owning the building on an annual basis is:
 - Building expenses (Building Repairs, Capital Repairs, Cleaning/Landscape, Loan Interest, Property Taxes, and Utilities) of roughly \$45,000
 - Building Revenues (Rent for Visitor Center, Downstairs Office, and the 2nd Floor Office) of roughly \$27,000
- On the non-revenue side, there is of course the value to our members to have their brochures in our visitor center. There is also value to having a recognizable “headquarters” versus a small office somewhere. There is slight value for our ability to allow occasional meeting room use.
- It would be a little challenging finding our ideal space, which would be two small offices, access to a meeting room, and a foyer for brochures, in downtown. We’d probably be looking at \$7K-\$12K in rent and \$6K-\$7K for utilities (down \$4K from current).

Comments:

- It would cost an additional \$37,500 for staffing to separate from TCT. It appears to cost a similar amount to own the building and operate a visitor center as it would to be sell the building and have offices elsewhere. The sale of the building would provide substantial funding to “cover” the additional staff cost and other potential changes for many years. There would be similar potential for negative public perception as with Option 2, with the addition of negativity regarding no longer operating a visitor center. There would be various implications for TCT, with the biggest being the lack of a visitor center. Since there would be no contract/relationship, those are not outlined here.

**COUNTY OF TRANSYLVANIA
STATE OF NORTH CAROLINA
LEASE OF COMMERCIAL PROPERTY**

Agreement between Brevard/Transylvania Chamber of Commerce (Landlord), and Brevard Philharmonic (Tenant), both of Brevard, North Carolina, made this the first day of March 2021 for lease of office space (Premises) at 175 East Main Street, Brevard, NC 28712.

1. Agreement to Lease. Landlord agrees to lease to Tenant, and Tenant agrees to lease from Landlord, the Premises on the terms and conditions stated in this Lease.

2. Premises. The Premises leased are located at 175 E. Main Street, Brevard, NC 28712, as more particularly described as a suite of two offices in the northeast corner of the upstairs of the Chamber building (Suite 200). The Tenant is allowed routine use of the upstairs bathrooms and breakroom/kitchen, as well as shared storage space in the upstairs storage closet in the northwest corner of the building. The two upstairs meeting rooms (Davidson and French Broad) will be available for usage based on availability by scheduling through Landlord. Two reserved parking spaces will be provided, with access to available parking spaces within the Chamber lot for meetings, volunteers, etc., as needed.

3. Term. The term of this lease begins on March 1, 2021, and ends on June 30, 2022.

4. Renewal. Ninety days prior to the end of this agreement, both parties shall review the lease with the intent on a decision by each party regarding renewal within the following 30 days.

5. Rent. The monthly rent, or base rent, during the term of this lease is \$640.00 per month, payable on or before the first of each month.

6. Additional Rent. All charges payable by Tenant other than base Rent are called "Additional Rent." Unless this Lease provides otherwise, Tenant shall pay all Additional Rent then due with the next monthly installment of base Rent. If Tenant does not pay Additional Rent when due, Landlord has the same rights against Tenant as if Tenant had failed to pay base Rent.

7. Use of Premises. The Premises may be used as a business office only.

8. Security. There is no security deposit required for this lease.

9. Utilities. Base utilities, defined as electricity and water, are provided by Landlord.

10. Condition of Furniture and Furnishings. The appliances, equipment, and other personal property located on the Premises are accepted by Tenant "as is."

11. Condition of the Premises. Tenant has inspected the Premises, including the grounds and building, acknowledges that it is in good order and repair, and accepts it "as is."

12. Repairs. Tenant must keep the Premises and all appliances, equipment, furniture, furnishings, and other personal property clean and in good repair.

13. Alterations. Tenant may not alter or decorate the Premises without the prior written consent of Landlord in each instance. All alterations made by Tenant shall, unless Landlord requests removal, become Landlord's property and remain on the Premises at the termination of this Lease without any compensation to Tenant. If Landlord demands or permits removal, Tenant will put that part of the Premises into the same condition as existed prior to the alteration.

14. Fire and Casualty. In the event of fire or other damages to the Premises, Tenant will immediately notify Landlord. In the event of a default by Tenant, Landlord may make the necessary repairs and charge the cost of such repairs to Tenant as additional rent under this Lease.

a. If the Premises are only partially damaged and are inhabitable and Landlord makes full repairs within 45 days, this Lease shall continue without abatement or apportionment or rent; but

b. If the Premises are rendered uninhabitable, continued occupancy would be illegal, or Landlord cannot or does not repair within 45 days, this Lease shall terminate immediately.

15. Liability. Landlord is not liable for any loss, damage, or expense suffered by any person on or about the Premises, except that which is caused by Landlord's negligence. Tenant will maintain liability insurance sufficient to hold Landlord harmless. If Landlord incurs any damage or expense due to any such claim, other than a claim arising from Landlord's negligence, Tenant will reimburse Landlord for such damage or expense, as additional rent under this Lease.

16. Assignment and Subleasing. Tenant may not assign this Lease, sublet all or any part of the Premises, or allow any other person to occupy the Premises.

17. Insurance Requirements. Tenant agrees not to do anything that will increase the insurance premiums payable with respect to the Premises, and, if any insurance company insuring the Premises does increase its premium due to Tenant's actions or use, Tenant will pay such additional premium, as additional rent under this Lease.

18. Right of Entry. Landlord may enter the Premises at reasonable times in order to examine the Premises or make repairs or alterations. Tenant will not change any lock or install additional locks without Landlord's prior written consent and without providing Landlord a copy of all keys.

19. Subordination. This Lease and Tenant's rights under it are subject and subordinate to all existing and future (a) mortgages on the Premises and (b) leases of the land underlying the Premises, if any (including any renewals, extensions, and modifications of such mortgages and leases). Tenant will execute and deliver immediately upon demand any certificate(s) Landlord may require to evidence such subordination.

20. Eminent Domain Proceedings.

a. Entire Premises. If all or almost all of the Premises are condemned by any governmental authority, this Lease and Tenant's rights and obligations under it will terminate as of the date such governmental authority takes title.

b. Part of Premises. If part of the Premises is condemned by any governmental authority, Landlord may, at Landlord's option (to be exercised with reasonable promptness), terminate this Lease on 20 days' prior written notice to Tenant. If Landlord cancels this Lease, Tenant's rights and obligations under it will terminate as of the termination date contained in Landlord's notice. Tenant will pay all rent due under this Lease until such termination date, without reduction or abatement. If Landlord does not cancel this Lease, the rent payable from and after the date title vests in such governmental authority will be prorated to encompass the portion of the Premises not taken or condemned.

c. Award. The entire award for any condemnation of the Premises is the sole property of Landlord. Tenant will have no interest in such award and will make no claim for the unexpired Term of this Lease.

21. Notices. All notices under this Lease must be in writing and either delivered personally or mailed by certified or registered mail, return receipt requested, to the address of Landlord, or is sent to Tenant to the address of the Premises (or at such other address as Landlord may designate by notice to Tenant). In the event of a default, notice may be posted at the tenant's door.

22. Default and Remedies.

a. Notice of Default. Landlord agrees to provide 10 days' written notice to Tenant to correct any default under this Lease, other than a failure to pay rent or additional rent.

b. Termination of Lease. If Tenant fails to correct any default, other than a failure to pay rent or additional rent, within such 10 day-period, or if Tenant fails to pay rent or additional rent provided for in this Lease on its due date plus a grace period of 10 days, then Landlord may cancel this Lease by 10 days' prior written notice to Tenant. On the date stated in Landlord's notice, this Lease and Tenant's rights under this Lease will terminate, and Tenant must surrender the Premises. Tenant remains liable, after such termination, for rent, additional rent, costs, and damages provided in this Lease.

c. Rent for Unexpired Term. If this Lease is terminated due to Tenant's default, all rent and additional rent payable by Tenant during the entire Term as provided in this Lease becomes immediately due and fully payable. Landlord may thereafter lease the Premises to another tenant for any term and at any rent. Tenant is responsible for all costs incurred by Landlord in reletting the Premises (including attorney fees, advertising expenses, and repairs). Any rent received by Landlord from a new tenant will reduce Tenant's liability for unpaid rent.

d. Other Remedies. If this Lease is terminated due to Tenant's default, Landlord may, in addition to any other rights and remedies available to Landlord, (i) enter the Premises and have Tenant and Tenant's property removed and (ii) use any dispossession, eviction, and similar legal proceedings available.

23. Curing Tenant's Defaults. If Tenant does not correct a default after 10 days' notice by Landlord, Landlord may remedy such default on behalf of Tenant, and any costs incurred by

Landlord will be payable by Tenant, including reasonable attorney's fees, as additional rent under this Lease.

24. Surrender. At the end of the Term or earlier termination of this Lease, Tenant will quit and surrender the Premises in as good order and condition as on the commencement date of this Lease, except for ordinary wear and tear.

25. No Waiver. If Landlord fails to enforce any provision of this Lease, Landlord is not deemed to waive such provision and is not prevented from enforcing such provision thereafter.

26. Separability. If any part of this Lease is invalid or unenforceable, the balance of this Lease shall remain effective, absent such provision.

27. Successors. This Lease is binding on all persons who may succeed to the rights of Landlord or Tenant, including heirs, executors, and purchasers, as applicable.

28. Merger. This Lease represents the entire agreement between Landlord and Tenant. Landlord has made no representations other than those contained in this Lease.

29. Sale of Property. In the event a Contract for Sale or Lease Agreement for full use of the building is entered into on the Premises by the Landlord and a third party, the lease shall terminate early at the option of the Landlord and Tenant agrees to vacate within 60 days of written notice from the owner.

30. Amendments. No change in this Lease shall be effective unless it is in writing and signed by both Landlord and Tenant.

31. Powers of Landlord's Agent. All rights and remedies of Landlord under this Lease or at all may be exercised by Landlord or by Landlord's agent in Landlord's name.

32. Signage. Tenant's name will be included on the lettering on the front and back entry glass doors. Tenant may provide additional signage at the base of the stairs with Landlord's prior approval.

Brevard/Transylvania Chamber of Commerce (Landlord):

Name:

Jack Lovelace

Title:

Executive Director

Signature:

Charles E. Lovelace

Date:

January 22, 2021

Brevard Philharmonic (Tenant)

Name:

Glen Cockburn

Title:

President

Signature:

Glen Cockburn

Date:

January 22, 2021



Clark Lovelace <clark@brevardncchamber.org>

RE: Fwd: next steps

1 message

Jaime Laughter <jaime.laughter@transylvaniacounty.org>

Fri, Sep 3, 2021 at 3:39 PM

To: "Layton Parker (TCT)" <layton@explorebrevard.com>, David Guice <David.Guice@transylvaniacounty.org>, Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>, Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>, clark <clark@explorebrevard.com>

Layton- The required minimum education and years of relevant experience is still missing on the Operations and Outreach Manager and the Marketing & Communication Manager positions that you sent over. Can you check that and update?

Thanks and have a great weekend!

Jaime

From: Layton Parker (TCT) <layton@explorebrevard.com>**Sent:** Friday, September 3, 2021 11:36 AM**To:** Jaime Laughter <jaime.laughter@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; clark <clark@explorebrevard.com>**Subject:** RE: Fwd: next steps

I made some edits based on your example and we can continue to review for suggested changes from HR and then present the proposed draft to the TDA board for additional changes and or approval.

Let me know if these changes are good for now to address the education requirement.

Thanks and have a great Labor Day weekend!

Layton

On September 2, 2021 4:53 PM Jaime Laughter <jaime.laughter@transylvaniacounty.org> wrote:

Great question!

Here is an example of what minimum education and experience may look like:

Requires a Bachelor Degree in Urban Planning, Policy or similar field and 2 years of experience in Planning or equivalent experience.

Applicants who have a degree and 2 years or more would be considered, but HR would also include an applicant who has an associates degree in urban planning and 4 years of experience in that the additional experience would count as an equivalent to a bachelor's degree.

You can still include preferred experience as well if you like and it would just mean that those who had the preferred would be first in line for consideration vs those who just meet the minimum.

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Thursday, September 2, 2021 2:29 PM
To: Jaime Laughter <jaime.laughter@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; clark <clark@explorebrevard.com>
Subject: Re: Fwd: next steps

Thank you for the quick feedback.

Please send the online surveys to each of the following:

clark@explorebrevard.com

corey@brevardncchamber.org

maryjo@brevardncchamber.org

In regards to the Education / Experience requirements, do you mind sharing examples of how the County describes those requirements in applicable job descriptions? These were carried over from the Chamber job descriptions and basically the TDA would like for employees serving in those capacities to have skill sets provided by industry specific education or job related experience in similar capacities due to the independence needed and lack of several layers of management for on the job training. In developing the job descriptions, we would not want to disqualify good applicants due to the requirement wording, but in the past had those as prerequisites for the applicants to qualify for the position.

I have added Clark to this communication to facilitate getting information out and consistency in discussions.

Thank you all for your help,

Layton

On September 2, 2021 11:51 AM Layton Parker <laytonparker@gmail.com> wrote:

----- Forwarded message -----

From: Jaime Laughter <jaime.laughter@transylvaniacounty.org>
Date: Tue, Aug 31, 2021 at 3:02 PM
Subject: RE: next steps
To: Layton Parker <laytonparker@gmail.com>
Cc: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>, David Guice <David.Guice@transylvaniacounty.org>, Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>

Thank you, Layton!

I touched base with Sheila and the one thing right off we will need is something that establishes the minimum education and relevant experience for these positions that you would accept instead of the general "experience in". We will also need contact information for each employee because we will need them to fill out a form that helps capture elements of their job. It is an online tool that they can fill out in less than five minutes.

I think that is all right now!

Thanks!

Jaime

From: Layton Parker <laytonparker@gmail.com>
Sent: Tuesday, August 31, 2021 10:17 AM
To: Jaime Laughter <jaime.laughter@transylvaniacounty.org>
Cc: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>
Subject: Re: next steps

Some people who received this message don't often get email from laytonparker@gmail.com.
Learn why this is important

Jaime,

Per your suggestion for the next step, I am attaching drafts of potential job descriptions for the 3 current positions that the TDA would like to fill. It was good for Jonathan to be able to provide this updated request for information for the commissioners and allow them to understand more about the TDA and the upcoming changes. It was also helpful for Jonathan to inform them that there are really no "fully independent and autonomous" TDAs in NC and all of them either contract with a 3rd party or utilize some version of an arrangement with the County for payroll and HR function so we will continue to explore the structure by getting the feedback from you and the HR department regarding the job descriptions and then salary parameters accordingly. This will be for initial thoughts and we will plan to present them to the board for approval after receiving your feedback.

For comparison purposes, here are some of the benefits offered to the current chamber staff filling these positions now:

- Paid time off (vacation and sick rolled into one) is 120 per year for your first 5 years and 168 per year after 5. It is accrued monthly.
- There are 7 paid holidays.
- There is a retirement match of up to 3%,
- There is no health insurance

I hope this is helpful to assist in providing the TDA more information about working with the County and the HR department for a new staffing structure.

Thank you again,

Layton Parker

On Tue, Aug 24, 2021 at 1:21 PM Jaime Laughter <jaime.laughter@transylvaniacounty.org> wrote:

Good afternoon, Layton! I am not sure if you had chance to watch the meeting last night so I wanted to circle back so we are all clear on next steps.

Commissioners did vote last night to reduce the tourism committee structural options they are agreeable to consider to two:

1. Contract with another organization (as you are chamber now)
2. Employees come under the county employment structure

I know the discussion with the chamber is on hold for now as they continue to do their own analysis, but we are agreeable to going ahead and following through the process to give you the details on the county employment option.

To take the next step, we need the TCT board to confirm the job descriptions for the positions you need to operate separate from the chamber. I'm assuming it would be similar to what you have through the chamber now so I'd suggest using those as a starting point and refining. If you'd like to get them and forward them over to me and Jonathan ahead of the board discussion on them we can see if there is additional content that the TCT Board would need to consider in order to finalize them. Once the TCT board has finalized job descriptions, we will need you to send those to us so we can take the next step of analysis on the path to the TCT board being able to make a recommendation to commissioners.

I am copying in Shella Cozart, our HR Director. She will be working with me and Jonathan on this analysis, but right now she is on leave from surgery. We will likely keep copying this team in as we move along so that we are all on the

same page and you are getting consistent communication with clear steps and to make sure that we all stay on the same page. It seems like the more ways available to communicate the harder it can be to keep that critical element straightforward, but centralizing should help us keep moving the process smoothly.

We look forward to working with you to get the TCT recommendation for commissioners to the finish line!

Jaime

—

Layton Parker
Hampton Inn Brevard NC

General Manager
(828) 883-4800
275 Forest Gate Dr.
Pisgah Forest, NC 28768

—

Layton Parker
Hampton Inn Brevard NC

General Manager
(828) 883-4800
275 Forest Gate Dr.
Pisgah Forest, NC 28768



Clark Lovelace <clark@brevardncchamber.org>

Re: Chamber Building Square Footage Estimates

1 message

Sally Burnett <sally@brevardncchamber.org>

Sun, Sep 5, 2021 at 4:30 PM

To: Nory Lebrun <nory@mindspring.com>

Cc: Clark Lovelace <clark@brevardncchamber.org>

Per my conversation with Clark on Thursday,

- the Visitor Center is the whole downstairs minus the following:
 - Clark's office
 - Willow's office
 - the front foyer
 - the back foyer
 - the bathrooms
 - Corey's work area
 - the slop sink area
 - 1/2 the copier room
- the Visitor Center DOES include
 - the entire open area on the first floor from the west side of the building to the half walls that define Sally's and Corey's work area
 - the vault
 - 1/2 the copier room
 - Sally's work area
- TCT includes
 - Corey's work area
 - 1/2 the copier room
 - 1/2 Clark's office
 - MJ's office upstairs (there is only one TCT office upstairs)

Clark, please let me know if I've missed anything.

Thanks!

Sally Burnett

Visitor Center Coordinator

Brevard/Transylvania Chamber of Commerce

Transylvania County Tourism

175 E Main Street

Brevard, NC 28712

sally@explorebrevard.com

sally@brevardncchamber.org

828-883-3700

On Sun, Sep 5, 2021 at 4:08 PM Nory Lebrun <nory@mindspring.com> wrote:

Thanks, much—just to confirm—the entire downstairs with the exception of Willow's office and half of Clark's office—and the two TCT offices upstairs? Let me know when you have a moment—.

Nory

From: Sally Burnett <sally@brevardncchamber.org>
Sent: Sunday, September 5, 2021 3:04 PM
To: Nory Lebrun <nory@mindspring.com>
Cc: Clark Lovelace <clark@brevardncchamber.org>
Subject: Re: Chamber Building Square Footage Estimates

These are the approximate measurements I sent to Clark Thursday afternoon.

TCT = 278 sq ft

Visitor Center = 1,396 sq ft

Thanks!

Sally Burnett

Visitor Center Coordinator

Brevard/Transylvania Chamber of Commerce

Transylvania County Tourism

175 E Main Street

Brevard, NC 28712

sally@explorebrevard.com

sally@brevardncchamber.org

828-883-3700

On Sun, Sep 5, 2021 at 2:25 PM Nory Lebrun <nory@mindspring.com> wrote:

Happy Labor Day weekend, Sally. Per my exchange with Clark on the subject above, please send me the measurements when you get a moment.

Best, Nory



Clark Lovelace <clark@brevardncchamber.org>

Job Descriptions

1 message

Clark Lovelace <clark@brevardncchamber.org>

Tue, Sep 7, 2021 at 6:58 PM

To: "Layton Parker (TCT)" <layton@explorebrevard.com>

Here are updated descriptions. For the ED position, I wrote the section in question two different ways. Again, it's hard to differentiate requirements and preferences without setting the bar so low that the job description doesn't sound like it's a difficult position to find someone. The other two are updated as well. Please review and let me know your thoughts. Thanks.

Clark E. Lovelace**Executive Director****Brevard/Transylvania Chamber of Commerce****Transylvania County Tourism Development Authority****175 East Main St., Brevard NC, 28712****Chamber: 828-883-3700, brevardncchamber.org****TCTDA: 828-884-8900 / 800-648-4523, explorebrevard.com**

3 attachments**Job Description - Executive Director (Tentative as of 9-7-21).docx**

139K

**Job Description - Marketing & Communication Manager (Tentative as of 9-7-21).docx**

139K

**Job Description - Operations and Outreach Manager (Tentative as of 9-7-21).docx**

137K



Operations and Outreach Manager

The primary responsibility for this position is to support the executive director and board of directors with the administration and operation of the organization by serving as the link and primary communicator with tourism-related businesses in Transylvania County and those interested in hosting events or groups here. The ideal candidate is an organized individual who is a pleasant and effective communicator. The following job responsibilities contribute to the overall operations and efforts of Transylvania County Tourism to generate and enhance tourism opportunities in Transylvania County.

Job Description

Tourism Partner Relations:

- Work with executive director and marketing partner agency to create an annual list of opportunities (co-op, travel guide ads, etc.) for tourism partners in Transylvania County, and be responsible for the selling/securing of those opportunities.
- Maintain a comprehensive database of tourism partners and effectively communicate with that group, including a newsletter, outreach to new businesses, maintaining a Camp and Big Event calendar, promoting partner opportunities, etc.
- Serve as liaison and point of contact for TCT and tourism partners in all areas like sweepstake participation, travel writer support, photo requests, etc.

Operations and Administration:

- Coordinate and administer the organization's grant programs and funding opportunities
- Serve as primary point of contact and administrator for the Transylvania Always initiative
- Attend and take minutes for TCT board meetings and committee meetings as needed
- Manage event and business listings on the TCT and VisitNC websites
- Coordinate Get Out Guide and brochure distribution within Transylvania County
- Serve as an ambassador and representative of TCT by attending local/regional events, visiting partner locations, or acting as point of contact for key organizations
- Manage or support projects in the best interest of TCT as determined by the executive director
- Serve as a productive team member willing to support and assist others working for Transylvania County Tourism

- Ability to walk or stand for extended periods of time
 - Ability to lift 50 lbs
-

Additional Information

- **Status:** Position is full-time, year-round
- **FLSA Classification:** Exempt
- **Reports to:** TCTDA Executive Director



Marketing & Communication Manager

The primary responsibility for this position is to support the executive director and marketing partner agency in the fulfillment of the annual marketing plan and projects related to the ongoing strategic plan. The ideal candidate is a creative individual with relevant work experience who enjoys all the things that make a community like Brevard/Transylvania special, particularly the outdoors, art, and music, and wants to share that love with others. The following job responsibilities contribute to the overall operations and efforts of Transylvania County Tourism to generate and enhance tourism opportunities in Transylvania County.

Job Description

Generate Content for Marketing and Promotion:

- Create and produce final product for certain items like press releases, quarterly organizational reports, tourism presentations, and website content updates/changes
- Support marketing partner agency with items they produce like e-blasts, blogs, collateral, and advertisements by advising content or direction, providing input, proofing, and other assistance

Social Media Account Management:

- Work with executive director and marketing partner agency to create annual strategic plan for social media and handle all aspects of the implementation, providing regular reports and metrics
- Be "out in the field" promoting all that Transylvania has to offer on a regular basis, specifically reporting on the scene at significant events (note these are often in evenings or on weekends)
- Generate ideas, photography and video for meaningful social media posts
- Collect and utilize content generated by social media users highlighting Transylvania County
- Work effectively with marketing partner agency to execute promotions, campaigns, tagging, hosting, A-B testing

Media Relations:

- Handle media inquiries by either providing needed content and support, including marketing partner agency as needed
- Work with marketing partner agency to handle all aspects of hosting familiarization tours or other media visits, with a particular focus on on-site needs and outreach to tourism partners

Manage or Support Projects as Determined by the Executive Director:

- Play necessary role in existing or new projects that are a part of the organization's strategic plan
- Support marketing partner agency in fulfillment of the annual marketing plan, providing input, coordination, content, and performing tasks

- **FLSA Classification:** Exempt
 - **Reports to:** TCTDA Executive Director
-

If you are interested in applying for this position, please send a cover letter, a resume, and professional references to Clark Lovelace, Executive Director of Transylvania County Tourism at clark@explorebrevard.com



Executive Director

The primary responsibility for this position is to plan, organize, and direct all operations and activities of the Transylvania County Tourism Development Authority (TCT) to achieve the strategies and goals of the organization. The ideal candidate is a strong leader who can effectively communicate with, motivate, and support staff, boards of directors, partners, and the community at-large. The following description reflects key areas of job responsibilities.

Job Description

Board of Directors Support

- Prepare and assist TCT chair in the coordination and leading of board meetings with a focus on efficient, informative, and productive meetings
- Regularly communicate with the board on important and noteworthy issues related to the destination and keep them updated on the progress of projects and other TCT efforts
- Engage board to develop strategies, programs, and policies to promote tourism and manage the destination
- Provide appropriate public notice for all board and committee meetings
- Make recommendations/presentations to the board as needed
- Implement policy formulated or approved by the board
- Work with the board on recruitment of new board members to ensure the board is comprised of active, engaged, and knowledgeable individuals

Marketing

- Work with marketing partner agency and marketing committee on the development of an annual marketing plan covering all key elements of the organization's marketing – advertising, billboards and signage, website, social media, collateral, partner co-op and advertising, public relations, and special projects
- Oversee the marketing partner agency's fulfillment of the marketing plan and any other elements of the contractual relationship
- Oversee staff and assist with the implementation of the marketing plan and other marketing initiatives

Program Oversight

- Oversee and manage sustainability activities in collaboration with the Transylvania Always Committee

- Considerable knowledge of Transylvania County as a tourism destination
 - Ability to plan, manage, and coordinate tourism development and management activities
 - Ability to communicate effectively in oral and written forms
 - Ability to establish and maintain effective working relationships with key partners
-

Education and Experience

Required:

- Bachelor's degree – **OR** – Associates degree with two years of additional experience
- Three years of work experience in marketing or tourism

Preferred:

- Bachelor's degree in marketing, hospitality, or a field directly related to oversight of a destination management organization
- Experience working for a Destination Marketing Organization, Tourism Development Authority, or Convention and Visitors Bureau in a key leadership position with supervisory duties
- Experience leading and supervising a successful team
- Experience overseeing and/or executing a marketing plan
- Experience overseeing the design and production of print materials and publications
- Experience developing and managing a budget

Required:

- Bachelor's degree and three years of work experience in marketing or tourism – **OR** – an Associates degree with five years of additional experience

Preferred:

- Bachelor's degree in marketing, hospitality, or a field directly related to oversight of a destination management organization
 - Experience working for a Destination Marketing Organization, Tourism Development Authority, or Convention and Visitors Bureau in a key leadership position
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-

Requirements

- Ability to work nights and weekends as needed
 - A valid driver's license and the ability to travel in the area frequently and outside of the area occasionally
 - Ability to walk or stand for extended periods of time
 - Ability to lift 50 lbs
-



Clark Lovelace <clark@brevardncchamber.org>

Updated Job Descriptions

1 message

Clark Lovelace <clark@brevardncchamber.org>
To: "Layton Parker (TCT)" <layton@explorebrevard.com>

Wed, Sep 8, 2021 at 5:48 PM

Attached are updated job descriptions based on what we discussed. Let me know if any questions.

Clark E. Lovelace
Executive Director
Brevard/Transylvania Chamber of Commerce
Transylvania County Tourism Development Authority
175 East Main St., Brevard NC, 28712
Chamber: 828-883-3700, brevardncchamber.org
TCTDA: 828-884-8900 / 800-648-4523, explorebrevard.com



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 - Ability to lift 50 lbs
-

Additional Information

- **Status:** Position is full-time, year-round
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- **Reports to:** TCTDA Executive Director



Marketing & Communication Manager

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 - Ability to communicate effectively in oral and written forms
 - Ability to establish and maintain effective working relationships with key partners
-

Education and Experience

Required:

- Bachelor's degree and three years of work experience in marketing or tourism – ***OR*** – an Associate's degree with an additional two years of experience in marketing or tourism (5 total)

Preferred:

- Bachelor's degree in marketing, hospitality, or a field directly related to oversight of a destination management organization
 - Experience working for a Destination Marketing Organization, Tourism Development Authority, or Convention and Visitors Bureau in a key leadership position
 - Experience leading and supervising a successful team in the fields of tourism or marketing
 - Experience overseeing and/or executing a marketing plan
 - Experience overseeing the design and production of print materials and publications
 - Experience developing and managing a budget
-

Requirements

- Ability to work nights and weekends as needed
 - A valid driver's license and the ability to travel in the area frequently and outside of the area occasionally
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-

Additional Information

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 - ***FLSA Classification:*** Exempt
 - ***Reports to:*** Transylvania County Tourism Development Authority Board of Directors
-



Clark Lovelace <clark@brevardncchamber.org>

Re: next steps

1 message

Layton Parker <laytonparker@gmail.com>

Thu, Sep 9, 2021 at 8:46 AM

To: Jaime Laughter <jaime.laughter@transylvaniacounty.org>

Cc: "Layton Parker (TCT)" <layton@explorebrevard.com>, David Guice <David.Guice@transylvaniacounty.org>, Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>, Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>, clark <clark@explorebrevard.com>

Thank you for the feedback,
I have attached new drafts of all three job descriptions for your review.

Layton

On Sep 3, 2021, at 3:39 PM, Jaime Laughter <jaime.laughter@transylvaniacounty.org> wrote:

Layton- The required minimum education and years of relevant experience is still missing on the Operations and Outreach Manager and the Marketing & Communication Manager positions that you sent over. Can you check that and update?

Thanks and have a great weekend!

Jaime

From: Layton Parker (TCT) <layton@explorebrevard.com>**Sent:** Friday, September 3, 2021 11:36 AM**To:** Jaime Laughter <jaime.laughter@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; clark <clark@explorebrevard.com>**Subject:** RE: Fwd: next steps

I made some edits based on your example and we can continue to review for suggested changes from HR and then present the proposed draft to the TDA board for additional changes and or approval.

Let me know if these changes are good for now to address the education requirement.

Thanks and have a great Labor Day weekend!

Layton

On September 2, 2021 4:53 PM Jaime Laughter <jaime.laughter@transylvaniacounty.org> wrote:

Great question!

Here is an example of what minimum education and experience may look like:

Requires a Bachelor Degree in Urban Planning, Policy or similar field and 2 years of experience in Planning or equivalent experience.

Applicants who have a degree and 2 years or more would be considered, but HR would also include an applicant who has an associates degree in urban planning and 4 years of experience in that the additional experience would count as an equivalent to a bachelor's degree.

You can still include preferred experience as well if you like and it would just mean that those who had the preferred would be first in line for consideration vs those who just meet the minimum.

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Thursday, September 2, 2021 2:29 PM
To: Jaime Laughter <jaime.laughter@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; clark <clark@explorebrevard.com>
Subject: Re: Fwd: next steps

Thank you for the quick feedback.

Please send the online surveys to each of the following:

clark@explorebrevard.com

corey@brevardncchamber.org

maryjo@brevardncchamber.org

In regards to the Education / Experience requirements, do you mind sharing examples of how the County describes those requirements in applicable job descriptions? These were carried over from the Chamber job descriptions and basically the TDA would like for employees serving in those capacities to have skill sets provided by Industry specific education or Job related experience in similar capacities due to the independence needed and lack of several layers of management for on the job training. In developing the job descriptions, we would

not want to disqualify good applicants due to the requirement wording, but in the past had those as prerequisites for the applicants to qualify for the position.

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Thank you all for your help,

Layton

On September 2, 2021 11:51 AM Layton Parker <laytonparker@gmail.com> wrote:

----- Forwarded message -----

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Date: Tue, Aug 31, 2021 at 3:02 PM

Subject: RE: next steps

To: Layton Parker <laytonparker@gmail.com>

Cc: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>, David Guice <David.Guice@transylvaniacounty.org>, Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>

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Jaime

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Cc: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>

Subject: Re: next steps

Some people who received this message don't often get email from laytonparker@gmail.com. Learn why this is important

Jaime,

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- Paid time off (vacation and sick rolled into one) is 120 per year for your first 5 years and 168 per year after 5. It is accrued monthly.
- There are 7 paid holidays.
- There is a retirement match of up to 3%,
- There is no health insurance

I hope this is helpful to assist in providing the TDA more information about working with the County and the HR department for a new staffing structure.

Thank you again,

Layton Parker

On Tue, Aug 24, 2021 at 1:21 PM Jaime Laughter <jaime.laughter@transylvaniacounty.org> wrote:

Good afternoon, Layton! I am not sure if you had chance to watch the meeting last night so I wanted to circle back so we are all clear on next steps.

Commissioners did vote last night to reduce the tourism committee structural options they are agreeable to consider to two:

1. Contract with another organization (as you are chamber now)
2. Employees come under the county employment structure

I know the discussion with the chamber is on hold for now as they continue to do their own analysis, but we are agreeable to going ahead and following through the process to give you the details on the county employment option.

To take the next step, we need the TCT board to confirm the job descriptions for the positions you need to operate separate from the chamber. I'm assuming it would be similar to what you have through the chamber now so I'd suggest using those as a starting point and refining. If you'd like to get them and forward them over to me and Jonathan ahead of the board discussion on them we can see if there is additional content that the TCT Board would need to consider in order to finalize them. Once the TCT board has finalized job descriptions, we will need you to send those to us so we can take the next step of analysis on the path to the TCT board being able to make a recommendation to commissioners.

I am copying in Sheila Cozart, our HR Director. She will be working with me and Jonathan on this analysis, but right now she is on leave from surgery. We will likely keep copying this team in as we move along so that we are all on the same page and you are getting consistent communication with clear steps and to make sure that we all stay on the same page. It seems like the more ways available to communicate the harder it can be to keep that critical element straightforward, but centralizing should help us keep moving the process smoothly.

We look forward to working with you to get the TCT recommendation for commissioners to the finish line!

Jaime

Layton Parker
Hampton Inn Brevard NC

General Manager
(828) 883-4800

275 Forest Gate Dr.
Pisgah Forest, NC 28768

--

Layton Parker
Hampton Inn Brevard NC

General Manager
(828) 883-4800
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3 attachments



Job Description - Operations and Outreach Manager (Tentative as of 9-8-21)OP.docx
137K



Job Description - Marketing & Communication Manager (Tentative as of 9-8-21)MK.docx
139K



Job Description - Executive Director (Tentative as of 9-8-21) ED.docx
139K



Executive Director

The primary responsibility for this position is to plan, organize, and direct all operations and activities of the Transylvania County Tourism Development Authority (TCT) to achieve the strategies and goals of the organization. The ideal candidate is a strong leader who can effectively communicate with, motivate, and support staff, boards of directors, partners, and the community at-large. The following description reflects key areas of job responsibilities.

Job Description

Board of Directors Support

- Prepare and assist TCT chair in the coordination and leading of board meetings with a focus on efficient, informative, and productive meetings
- Regularly communicate with the board on important and noteworthy issues related to the destination and keep them updated on the progress of projects and other TCT efforts
- Engage board to develop strategies, programs, and policies to promote tourism and manage the destination
- Provide appropriate public notice for all board and committee meetings
- Make recommendations/presentations to the board as needed
- Implement policy formulated or approved by the board
- Work with the board on recruitment of new board members to ensure the board is comprised of active, engaged, and knowledgeable individuals

Marketing

- Work with marketing partner agency and marketing committee on the development of an annual marketing plan covering all key elements of the organization's marketing – advertising, billboards and signage, website, social media, collateral, partner co-op and advertising, public relations, and special projects
- Oversee the marketing partner agency's fulfillment of the marketing plan and any other elements of the contractual relationship
- Oversee staff and assist with the implementation of the marketing plan and other marketing initiatives

Program Oversight

- Oversee and manage sustainability activities in collaboration with the Transylvania Always Committee

- Considerable knowledge of Transylvania County as a tourism destination
 - Ability to plan, manage, and coordinate tourism development and management activities
 - Ability to communicate effectively in oral and written forms
 - Ability to establish and maintain effective working relationships with key partners
-

Education and Experience

Required:

- Bachelor's degree and three years of work experience in marketing or tourism – **OR** – an Associate's degree with an additional two years of experience in marketing or tourism (5 total)

Preferred:

- Bachelor's degree in marketing, hospitality, or a field directly related to oversight of a destination management organization
 - Experience working for a Destination Marketing Organization, Tourism Development Authority, or Convention and Visitors Bureau in a key leadership position
 - Experience leading and supervising a successful team in the fields of tourism or marketing
 - Experience overseeing and/or executing a marketing plan
 - Experience overseeing the design and production of print materials and publications
 - Experience developing and managing a budget
-

Requirements

- Ability to work nights and weekends as needed
 - A valid driver's license and the ability to travel in the area frequently and outside of the area occasionally
 - Ability to walk or stand for extended periods of time
 - Ability to lift 50 lbs
-

Additional Information

- **Status:** Position is full-time, year-round
 - **FLSA Classification:** Exempt
 - **Reports to:** Transylvania County Tourism Development Authority Board of Directors
-



Marketing & Communication Manager

The primary responsibility for this position is to support the executive director and marketing partner agency in the fulfillment of the annual marketing plan and projects related to the ongoing strategic plan. The ideal candidate is a creative individual with relevant work experience who enjoys all the things that make a community like Brevard/Transylvania special, particularly the outdoors, art, and music, and wants to share that love with others. The following job responsibilities contribute to the overall operations and efforts of Transylvania County Tourism to generate and enhance tourism opportunities in Transylvania County.

Job Description

Generate Content for Marketing and Promotion:

- Create and produce final product for certain items like press releases, quarterly organizational reports, tourism presentations, and website content updates/changes
- Support marketing partner agency with items they produce like e-blasts, blogs, collateral, and advertisements by advising content or direction, providing input, proofing, and other assistance

Social Media Account Management:

- Work with executive director and marketing partner agency to create annual strategic plan for social media and handle all aspects of the implementation, providing regular reports and metrics
- Be "out in the field" promoting all that Transylvania has to offer on a regular basis, specifically reporting on the scene at significant events (note these are often in evenings or on weekends)
- Generate ideas, photography and video for meaningful social media posts
- Collect and utilize content generated by social media users highlighting Transylvania County
- Work effectively with marketing partner agency to execute promotions, campaigns, tagging, hosting, A-B testing

Media Relations:

- Handle media inquiries by either providing needed content and support, including marketing partner agency as needed
- Work with marketing partner agency to handle all aspects of hosting familiarization tours or other media visits, with a particular focus on on-site needs and outreach to tourism partners

Manage or Support Projects as Determined by the Executive Director:

- Play necessary role in existing or new projects that are a part of the organization's strategic plan
- Support marketing partner agency in fulfillment of the annual marketing plan, providing input, coordination, content, and performing tasks

- **Status:** Position is full-time, year-round
 - **FLSA Classification:** Exempt
 - **Reports to:** TCTDA Executive Director
-

If you are interested in applying for this position, please send a cover letter, a resume, and professional references to Clark Lovelace, Executive Director of Transylvania County Tourism at clark@explorebrevard.com



Operations and Outreach Manager

The primary responsibility for this position is to support the executive director and board of directors with the administration and operation of the organization by serving as the link and primary communicator with tourism-related businesses in Transylvania County and those interested in hosting events or groups here. The ideal candidate is an organized individual who is a pleasant and effective communicator. The following job responsibilities contribute to the overall operations and efforts of Transylvania County Tourism to generate and enhance tourism opportunities in Transylvania County.

Job Description

Tourism Partner Relations:

- Work with executive director and marketing partner agency to create an annual list of opportunities (co-op, travel guide ads, etc.) for tourism partners in Transylvania County, and be responsible for the selling/securing of those opportunities.
- Maintain a comprehensive database of tourism partners and effectively communicate with that group, including a newsletter, outreach to new businesses, maintaining a Camp and Big Event calendar, promoting partner opportunities, etc.
- Serve as liaison and point of contact for TCT and tourism partners in all areas like sweepstake participation, travel writer support, photo requests, etc.

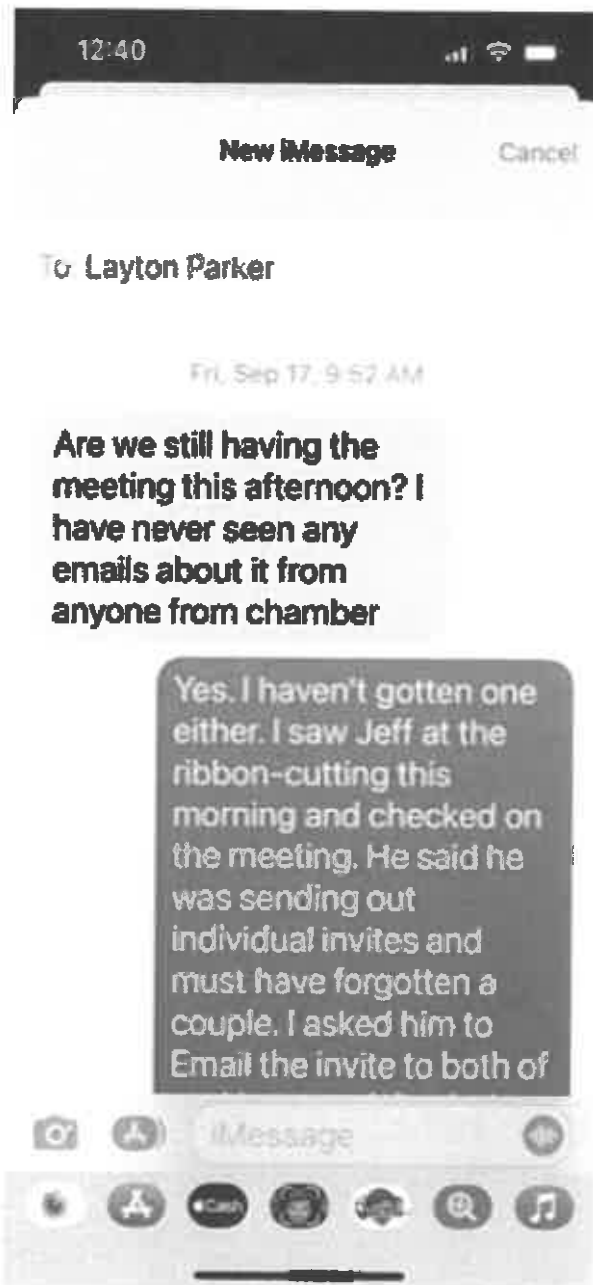
Operations and Administration:

- Coordinate and administer the organization's grant programs and funding opportunities
- Serve as primary point of contact and administrator for the Transylvania Always initiative
- Attend and take minutes for TCT board meetings and committee meetings as needed
- Manage event and business listings on the TCT and VisitNC websites
- Coordinate Get Out Guide and brochure distribution within Transylvania County
- Serve as an ambassador and representative of TCT by attending local/regional events, visiting partner locations, or acting as point of contact for key organizations
- Manage or support projects in the best interest of TCT as determined by the executive director
- Serve as a productive team member willing to support and assist others working for Transylvania County Tourism

- Ability to walk or stand for extended periods of time
 - Ability to lift 50 lbs
-

Additional Information

- **Status:** Position is full-time, year-round
- **FLSA Classification:** Exempt
- **Reports to:** TCTDA Executive Director



12:40



New iMessage

Cancel

To: Layton Parker

9/17, 9:52AM
Continued

Yes. I haven't gotten one either. I saw Jeff at the ribbon-cutting this morning and checked on the meeting. He said he was sending out individual invites and must have forgotten a couple. I asked him to Email the invite to both of us. He agreed that he's not sure what we're gonna talk about after a quick update of where everybody currently stands.

Got it



9:53



New Message

Cancel

To: Jeff Joyce

Fri, Sep 17, 10:06 AM

Layton just texted me to confirm that the meeting this afternoon was taking place. I don't think he received an email either. If you don't mind, could you just shoot something to him and me?

Done

Sat, Sep 18, 9:21 PM

How the hell are we losing by three at halftime?



Message





Clark Lovelace <clark@brevardncchamber.org>

Chamber/TCT/Trans. Cty.

1 message

Nory Lebrun <nory@mindspring.com>

Sun, Sep 19, 2021 at 3:30 PM

To: Clark Lovelace <clark@brevardncchamber.org>

Clark,

Good to visit on Friday—interesting meeting—more work to be done. Per the Chamber building/property, and the numbers that I reviewed, it appeared that you believe that I may have misinterpreted the information that Sally provided, and/or that the future prospective use of the building's space by TCT and the VC would be different. I certainly acknowledge that offices could be "moved around", and that there could be another 2nd tenant, but I believe the "present" per square foot allocations via Sally's numbers and your review are correct, therefore, the pretty simple multiplication. Of course, I good be wrong.

So that the Chamber working group can continue to move the ball, let's schedule some time to discuss this week—let me know when you have a moment.

Best, Nory



Clark Lovelace <clark@brevardncchamber.org>

CofC and TCT

1 message

Nory Lebrun <nory@mindspring.com>

Tue, Sep 21, 2021 at 1:34 PM

To: Clark Lovelace <clark@brevardncchamber.org>

Clark,

Appreciate the time this morning—per the CofC/TCT part of the converse, obviously we cleared "some" fog from a few different perspectives---spoke to Jeff---reviewed our discussion---more work to accomplish. I'm sure we will all talk soon.

Thanks, Nory



Clark Lovelace <clark@brevardncchamber.org>

Fwd: Re: next steps

1 message

Layton Parker <layton@explorebrevard.com>
Reply-To: Layton Parker <layton@explorebrevard.com>
To: clark <clark@explorebrevard.com>

Tue, Sep 21, 2021 at 3:58 PM

----- Original Message -----

From: "Layton Parker (TCT)" <layton@explorebrevard.com>
To: Jaime Laughter <jaime.laughter@transylvaniacounty.org>
Cc: David Guice <David.Guice@transylvaniacounty.org>, Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Date: September 21, 2021 3:57 PM
Subject: Re: next steps

As we continue to work on the new structure, I have a few questions:

1) Resolution changes - Jonathan referenced drafting revisions for a potential change in the TDA resolution. **Can we get the proposed changes to review prior to those being presented to the County Commissioners?**

2) Job Descriptions - **Please update us as you receive more information from either HR or the 3rd party consultant regarding the preliminary drafts of the 3 staff job descriptions and how they will potential integrate into the County personnel plan in regards to pay ranges and descriptions.**

3) By-law item for Administrative Staff -

ARTICLE VII**ADMINISTRATIVE STAFF****SECTION 1. EMPLOYMENT**

The Authority may employ administrative staff to perform such duties as may be determined and authorized.

SECTION 2. LIMITATIONS

Administrative staff serve at the pleasure of the Authority and may be discharged at any time with or without cause. Administrative costs and staff salaries shall not exceed ten percent (10%) of the Authority's budget in any fiscal year.

As we consider the potential new contract with the Chamber to include office space rental and the use and management of the Tourism Visitor center as well as potentially directly employing staff versus a service contract with the Chamber, **do we need to clearly define what elements are considered part of the "Administrative costs and staff salaries" to determine how to abide by the current by-laws or make needed amendments to also achieve the desired new structure compared to how those related costs are allocated and classified currently?**

4) Chamber's desired direction for independent executive director - after receiving the news of the Chamber's decision to recruit and hire a dedicated executive director to solely lead the Chamber of Commerce versus the current job position combining the role of the TDA executive director as well, **do we need to discuss how that impacts our options and timing of the TDA board's similar desire to have a dedicated executive director as well?**

On September 9, 2021 8:46 AM Layton Parker <laytonparker@gmail.com> wrote:

Thank you for the feedback,
I have attached new drafts of all three job descriptions for your review.

Layton

On Sep 3, 2021, at 3:39 PM, Jaime Laughter <jaime.laughter@transylvaniacounty.org> wrote:

Layton- The required minimum education and years of relevant experience is still missing on the Operations and Outreach Manager and the Marketing & Communication Manager positions that you sent over. Can you check that and update?

Thanks and have a great weekend!

Jaime

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Friday, September 3, 2021 11:36 AM
To: Jaime Laughter <jaime.laughter@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; clark <clark@explorebrevard.com>
Subject: RE: Fwd: next steps

I made some edits based on your example and we can continue to review for suggested changes from HR and then present the proposed draft to the TDA board for additional changes and or approval.

Let me know if these changes are good for now to address the education requirement.

Thanks and have a great Labor Day weekend!

Layton

On September 2, 2021 4:53 PM Jaime Laughter <jaime.laughter@transylvaniacounty.org> wrote:

Great question!

Here is an example of what minimum education and experience may look like:

Requires a Bachelor Degree in Urban Planning, Policy or similar field and 2 years of experience in Planning or equivalent experience.

Applicants who have a degree and 2 years or more would be considered, but HR would also include an applicant who has an associates degree in urban planning and 4 years of experience in that the additional experience would count as an equivalent to a bachelor's degree.

You can still include preferred experience as well if you like and it would just mean that those who had the preferred would be first in line for consideration vs those who just meet the minimum.

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Thursday, September 2, 2021 2:29 PM
To: Jaime Laughter <jaime.laughter@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; clark <clark@explorebrevard.com>
Subject: Re: Fwd: next steps

Thank you for the quick feedback.

Please send the online surveys to each of the following:

clark@explorebrevard.com

corey@brevardncchamber.org

maryjo@brevardncchamber.org

In regards to the Education / Experience requirements, do you mind sharing examples of how the County describes those requirements in applicable job descriptions? These were carried over from the Chamber job descriptions and basically the TDA would like for employees serving in those capacities to have skill sets provided by industry specific education or Job related experience in similar capacities due to the independence needed and lack of several layers of management for on the job training. In developing the job descriptions, we would not want to disqualify good applicants due to the requirement wording, but in the past had those as prerequisites for the applicants to qualify for the position.

I have added Clark to this communication to facilitate getting information out and consistency in discussions.

Thank you all for your help,

Layton

On September 2, 2021 11:51 AM Layton Parker
<laytonparker@gmail.com> wrote:

----- Forwarded message -----

From: Jaime Laughter <jaime.laughter@transylvaniacounty.org>
Date: Tue, Aug 31, 2021 at 3:02 PM
Subject: RE: next steps
To: Layton Parker <laytonparker@gmail.com>
Cc: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>, David Guice <David.Guice@transylvaniacounty.org>, Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>

Thank you, Layton!

I touched base with Sheila and the one thing right off we will need is something that establishes the minimum education and relevant experience for these positions that you would accept instead of the general "experience in". We will also need contact information for each employee because we will need them to fill out a form that helps capture elements of their job. It is an online tool that they can fill out in less than five minutes.

I think that is all right now!

Thanks!

Jaime

From: Layton Parker <laytonparker@gmail.com>
Sent: Tuesday, August 31, 2021 10:17 AM
To: Jaime Laughter <jaime.laughter@transylvaniacounty.org>
Cc: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>; Sheila

Cozart <Sheila.Coart@transylvaniacounty.org>
Subject: Re: next steps

Some people who received this message don't often get email from laytonparker@gmail.com. Learn why this is important

Jalme,

Per your suggestion for the next step, I am attaching drafts of potential job descriptions for the 3 current positions that the TDA would like to fill. It was good for Jonathan to be able to provide this updated request for information for the commissioners and allow them to understand more about the TDA and the upcoming changes. It was also helpful for Jonathan to inform them that there are really no "fully independent and autonomous" TDAs in NC and all of them either contract with a 3rd party or utilize some version of an arrangement with the County for payroll and HR function so we will continue to explore the structure by getting the feedback from you and the HR department regarding the job descriptions and then salary parameters accordingly. This will be for initial thoughts and we will plan to present them to the board for approval after receiving your feedback.

For comparison purposes, here are some of the benefits offered to the current chamber staff filling these positions now:

- Paid time off (vacation and sick rolled into one) is 120 per year for your first 5 years and 168 per year after 5. It is accrued monthly.
- There are 7 paid holidays.
- There is a retirement match of up to 3%,
- There is no health insurance

I hope this is helpful to assist in providing the TDA more information about working with the County and the HR department for a new staffing structure.

Thank you again,

Layton Parker

On Tue, Aug 24, 2021 at 1:21 PM Jaime Laughter
<jaime.laughter@transylvaniacounty.org> wrote:

Good afternoon, Layton! I am not sure
if you had chance to watch the
meeting last night so I wanted to
circle back so we are all clear on next
steps.

Commissioners did vote last night to
reduce the tourism committee
structural options they are agreeable
to consider to two:

1. Contract with another
organization (as you are
chamber now)
2. Employees come under the
county employment structure

I know the discussion with the
chamber is on hold for now as they
continue to do their own analysis, but
we are agreeable to going ahead and
following through the process to give
you the details on the county
employment option.

To take the next step, we need the
TCT board to confirm the job
descriptions for the positions you
need to operate separate from the
chamber. I'm assuming it would be
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those as a starting point and refining.
If you'd like to get them and forward
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can see if there is additional content
that the TCT Board would need to
consider in order to finalize them.
Once the TCT board has finalized job
descriptions, we will need you to send
those to us so we can take the next
step of analysis on the path to the
TCT board being able to make a
recommendation to commissioners.

I am copying in Sheila Cozart, our HR
Director. She will be working with me
and Jonathan on this analysis, but
right now she is on leave from
surgery. We will likely keep copying

Brevard/Transylvania Chamber of Commerce Mail - Fwd: Re: next steps

this team in as we move along so that we are all on the same page and you are getting consistent communication with clear steps and to make sure that we all stay on the same page. It seems like the more ways available to communicate the harder it can be to keep that critical element straightforward, but centralizing should help us keep moving the process smoothly.

We look forward to working with you to get the TCT recommendation for commissioners to the finish line!

Jaime

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