

**Communications from  
9/22/21 – 11/30/21**



Clark Lovelace &lt;clark@brevardncchamber.org&gt;

**followup from Friday (9/17/21) meeting**

1 message

Jonathan Griffin &lt;Jonathan.Griffin@transylvaniacounty.org&gt;

Wed, Sep 22, 2021 at 11:16 AM

To: Angela Owen <ap\_owen@blueridge.edu>, "Joyce, Jeff" <joycej@brevard.edu>, "nory@mindspring.com" <nory@mindspring.com>, Clark Lovelace <clark@brevardncchamber.org>, "Layton Parker (TCT)" <layton@explorebrevard.com>

Cc: Jaime Laughter <jaime.laughter@transylvaniacounty.org>, David Guice <David.Guice@transylvaniacounty.org>

Hi all,

Thanks again for the productive work session on Friday afternoon. I've copied in Jaime and I's notes from the meeting, and added some specific dates on the County side for additional clarity on the County's process.

Please feel free to offer corrections, feedback or any other thoughts on the content. I'm sending this out to confirm that we were all on the same page regarding our key understandings and next steps:

**KEY POINTS / UNDERSTANDING**

- The Brevard/Transylvania Chamber workgroup is interested in a vision for its organization that refocuses on a mission around building memberships in the Chamber, revenue growth and advocacy for its membership. They intend to hire a new director who has the skillset and experience for that mission.
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5/20/22, 3:59 PM

Brevard/Transylvania Chamber of Commerce Mail - followup from Friday (9/17/21) meeting

- Jonathan will update all parties once we have the personnel analysis complete and each option sketched out. Layton, in a separate email yesterday, requested a copy of the resolution prior to submission to Commissioners for legislative action.

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564



Clark Lovelace &lt;clark@brevardncchamber.org&gt;

**Fwd: followup from Friday (9/17/21) meeting**

1 message

Clark Lovelace &lt;clark@brevardncchamber.org&gt;

Wed, Sep 22, 2021 at 11:38 AM

To: "Layton Parker (TCT)" &lt;layton@explorebrevard.com&gt;, Jeff Joyce &lt;joycej@brevard.edu&gt;

Layton and Jeff,

I thought I'd share my quick thoughts on the summary. As mentioned to you both, I'm keeping each of you updated on my opinions and only remaining silent on rare, sensitive information as it pertains to one of the organizations. With that in mind, I felt these thoughts were worth sharing with both. I leave it to you if you feel any are worth emailing the group as a clarification.

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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](mailto:brevardncchamber.org)TCTDA: 828-884-8900 / 800-648-4523, [explorebrevard.com](mailto:explorebrevard.com)

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From: Jonathan Griffin &lt;Jonathan.Griffin@transylvaniacounty.org&gt;

Date: Wed, Sep 22, 2021 at 11:16 AM

Subject: followup from Friday (9/17/21) meeting

To: Angela Owen &lt;ap\_owen@blueridge.edu&gt;, Joyce, Jeff &lt;joycej@brevard.edu&gt;, nory@mindspring.com

&lt;nory@mindspring.com&gt;, Clark Lovelace &lt;clark@brevardncchamber.org&gt;, Layton Parker (TCT)

&lt;layton@explorebrevard.com&gt;

Cc: Jaime Laughter &lt;jaime.laughter@transylvaniacounty.org&gt;, David Gulce &lt;David.Gulce@transylvaniacounty.org&gt;

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Transylvania County

p: 828-884-1931

m: 828-556-1564



Clark Lovelace &lt;clark@brevardnccchamber.org&gt;

**Re: followup from Friday (9/17/21) meeting**

1 message

**Layton Parker (TCT)** <layton@explorebrevard.com>

Wed, Sep 22, 2021 at 11:40 AM

Reply-To: "Layton Parker (TCT)" &lt;layton@explorebrevard.com&gt;

To: Jonathan Griffin &lt;Jonathan.Griffin@transylvaniacounty.org&gt;, Angela Owen &lt;ap\_owen@blue ridge.edu&gt;, "Joyce, Jeff" &lt;joycej@brevard.edu&gt;, "nory@mindspring.com" &lt;nory@mindspring.com&gt;, Clark Lovelace &lt;clark@brevardnccchamber.org&gt;

Cc: Jaime Laughter &lt;jaime.laughter@transylvaniacounty.org&gt;, David Guice &lt;David.Guice@transylvaniacounty.org&gt;

Thank you for the notes and recap Jonathan. This looks good for a working plan for us to provide all organizations updates with following the discussion.

The only item I wanted to clarify is the for the internal marketing position. During the meeting, in response to Angela commenting on less directives from the TDA being elements of a potential new contract of services, I wanted to provide the history to the Chamber of the addition of that position a few years ago and the process that both groups used to add it at the request of the TDA board and reasoning of not adding the burden of creating a new position to the Chamber HR and using the addendum area of the contract as a tool to create the position and see how things worked out with the Chamber taking on those responsibilities for return on investment and efficiencies while leaving flexibility in the agreement.

At this time, the TDA board continues to show interest in developing the Marketing and Communications manager position "internally" to continue the function as closely as possible as it is being filled today with the Chamber by MJ, who is currently employed for that position whether in the future that is being employed through a County personnel plan structure or a Service contract by the Chamber or another organization once that decision has been made. If any other determinants develop during the restructuring that require consideration of shifting those responsibilities back to Market Connections, we would address them at that time so it would still technically be one option but not the preference at this time.

Thanks again for providing a useful recap for us all to continue the discussion with.

Layton

On September 22, 2021 11:16 AM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

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**Layton Parker** <laytonparker@gmail.com>

Wed, Sep 22, 2021 at 11:46 AM

To: Clark Lovelace &lt;clark@brevardncchamber.org&gt;

Cc: "Layton Parker (TCT)" &lt;layton@explorebrevard.com&gt;, Jeff Joyce &lt;joycej@brevard.edu&gt;

I was already sending a clarification back regarding that observation. I would say this was more of a "minute taking" recap from Brian or Kate, but feel it is important to clarify any observations that may not be fully accurate, especially from someone else's position.

On Wed, Sep 22, 2021 at 11:38 AM Clark Lovelace <clark@brevardncchamber.org> wrote:  
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**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](http://brevardncchamber.org)****TCTDA: 828-884-8900 / 800-648-4523, [explorebrevard.com](http://explorebrevard.com)**

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m: 828-556-1564

—  
Layton Parker  
Hampton Inn Brevard NC  
General Manager  
(828) 883-4800  
275 Forest Gate Dr.  
Pisgah Forest, NC 28768



Clark Lovelace &lt;clark@brevardncchamber.org&gt;

**Re: visitor's center**

1 message

**Layton Parker (TCT)** <layton@explorebrevard.com>

Tue, Sep 28, 2021 at 12:10 PM

Reply-To: "Layton Parker (TCT)" &lt;layton@explorebrevard.com&gt;

To: Jonathan Griffin &lt;Jonathan.Griffin@transylvaniacounty.org&gt;

Cc: David Guice &lt;David.Guice@transylvaniacounty.org&gt;, Jaime Laughter &lt;jaime.laughter@transylvaniacounty.org&gt;, Sheila Cozart &lt;Sheila.Coziert@transylvaniacounty.org&gt;, clark &lt;clark@explorebrevard.com&gt;

Thanks for the request for clarification. I had the same question following the meeting last week and I honestly believe several had the assumption that the request for a new contract dollar amount from the Chamber was to include:

A) Visitor Center real estate cost for tourism function

B) Office Space for administration purpose

C) Fulfillment of managing the actual visitor center operations (especially since the space will continue to be used by both organizations)

However, I got the impression from the meeting and follow up discussions that that third (C) element may have been assumed by some involved but not by all. I am waiting on Jeff and the executive committee to confirm the following elements from the Chambers request for a new contract:

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They are aware of the need to clarify these questions, but I have not heard back from them or had any further conversations directly with them. As soon as we receive any updates, I will pass them along and I request that you do the same if they are sent to you first.

On September 28, 2021 11:23 AM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Layton,

I believe we've inched closer to getting the HR piece stitched up for third party evaluation, or at least found a consultant willing to give us a number on the cost for performing a neutral evaluation.

That said, with the working numbers I am looking at, I need a better understanding on one potential sticking point. I got Nory Lebrun's real estate figures and the specific "visitor's center" real estate cost about \$44,000 (out of \$65,000).

To your knowledge, would their number here offset the cost of specifically keeping someone on staff at the Chamber to run the center (Sally Burnett)? Or is that going to need to be considered separately?

As I'm sure you can appreciate, the Authority only needing to spend \$44,000 on visitor's center, with the assumption that operating the center is built in to that price, versus needing to pay for the space but also additionally someone to run it is going to be a different number and we've got a lot of constraints on different ends of this that have to be addressed.

5/20/22, 4:00 PM

Brevard/Transylvania Chamber of Commerce Mail - Re: visitor's center

Do you have an answer to that, or do you want to reach out to Chamber leadership or would you like me to do so?

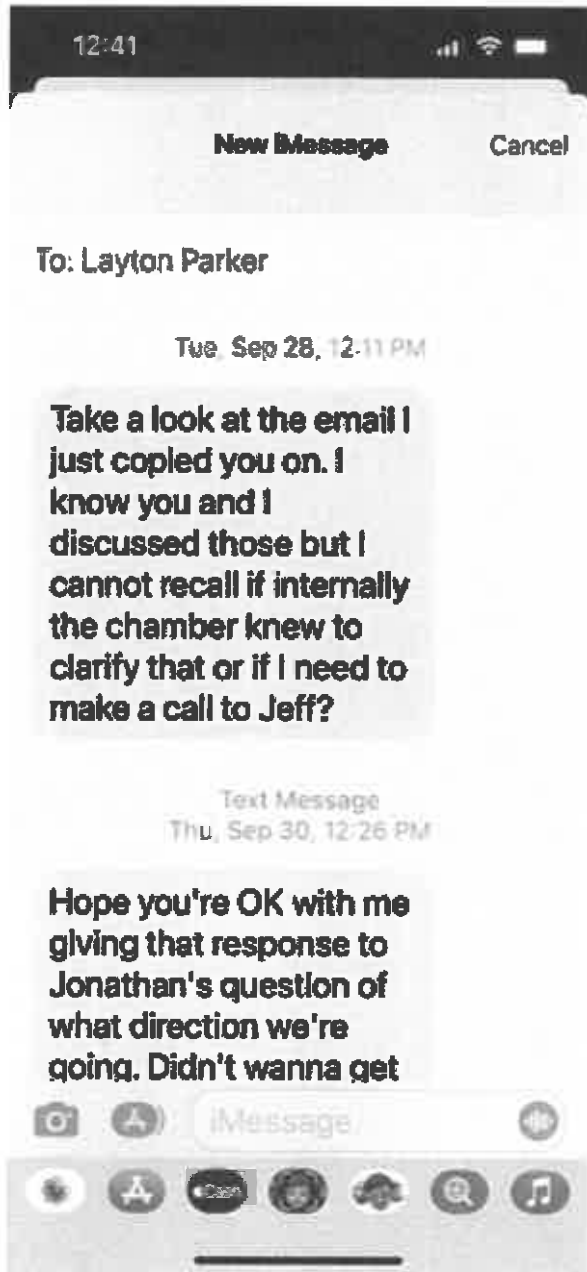
Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

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**New Message****Cancel****To: Layton Parker**

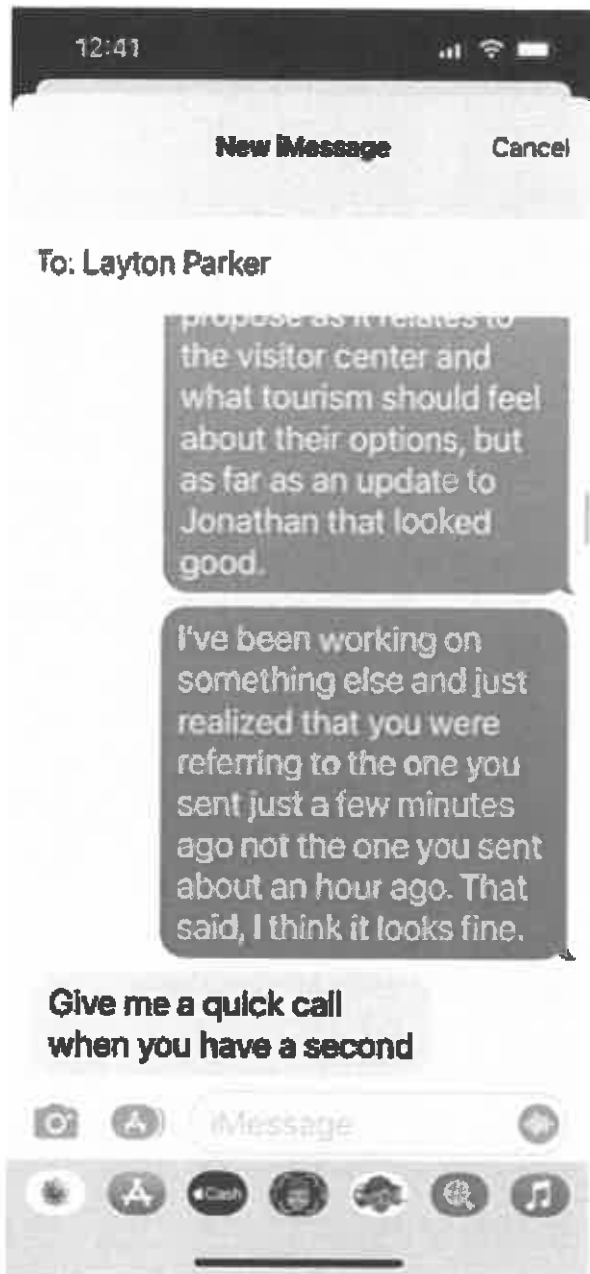
what direction we're going. Didn't wanna get too specific but also let him know that we still consider having options versus in a corner without alternatives

9/28, 12:11PM  
Continued

**iMessage**

The response looked fine. I obviously have some very specific thoughts regarding what the chamber should propose as it relates to the visitor center and what tourism should feel





9/28, 12:11 PM  
Continued



Clark Lovelace <clark@brevardncchamber.org>

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## RECORDS Fwd: Follow Up

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

Wed, Mar 30, 2022 at 3:55 PM

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

From: Layton Parker <layton@explorebrevard.com>  
To: Jeff Joyce <joycej@brevard.edu>  
Date: September 28, 2021 12:31 PM  
Subject: Follow Up

Do you have any time this week we could catch up just to discuss a few of the follow up items from the meeting?

I am pretty flexible this week.

Layton  
329-2991





Clark Lovelace <clark@brevardncchamber.org>

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## RECORDS Fwd: RE: visitor's center

1 message

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

Wed, Mar 30, 2022 at 3:55 PM

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From: "Layton Parker (TCT)" <layton@explorebrevard.com>  
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>  
Date: September 29, 2021 9:34 AM  
Subject: RE: visitor's center

Meeting with Jeff today to get an update. There was some confusion within their own executive team of what elements were included and the intentions of managing the visitor center. They plan to continue to own the building for at least 2-3 more years and will use part of the visitor center for Chamber member promotion as well. It would be challenging for the TDA to be responsible for management of the dual purpose visitor center with that partnership so I am hoping they come up with an agreeable offering to include that responsibility in the proposed contract for us to consider and develop our internal structure accordingly.

If they do choose not to assume that role, we can then consider a draft job description of that current position as part of our restructuring process. We could consider phasing out a physical presence over the next few years if the board feels that is the best direction, but will continue to take advantage of a local opportunity for tourism promotion through the visitor center as long as the opportunity is available.

I will keep you posted as soon as I hear more about their intended offering.

On September 29, 2021 9:06 AM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Thanks. Probably need to get a visitor's center coordinator job description put together, for comparison purposes, unless you think the chamber declining to operate a visitor's center means you might get out of that business completely.

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

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Sent: Tuesday, September 28, 2021 12:11 PM  
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>  
Cc: David Guice <David.Guice@transylvaniacounty.org>; Jaime Laughter <jaime.laughter@transylvaniacounty.org>; Shella Cozart <Shella.Cozart@transylvaniacounty.org>; clark

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Wed, Mar 30, 2022 at 3:55 PM

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From: "Layton Parker (TCT)" <layton@explorebrevard.com>  
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>  
Date: September 30, 2021 11:30 AM  
Subject: RE: visitor's center

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Transylvania County

p: 828-884-1931

m: 828-556-1564

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## RECORDS Fwd: RE: visitor's center

1 message

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Reply-To: Layton Parker <layton@explorebrevard.com>  
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As of today and the information we have so far and input from both the County and Chamber and the updated direction the Chamber is going with the interest of their dedicated executive director and less desire on a similar arrangement that is currently in place with the TDA, it leaves the TDA with basically the following options (in order of general consensus of the board, but not a formal list of order due to needed information to formally identify preference levels):

- 1) Receive the feedback from HR regarding the job descriptions, salary parameters, reporting protocols, etc that would be necessary to develop a consolidated County model and once approved by the TDA board, submit that recommendation to the County Commissioners and then finalize a transition and implementation plan to be implemented prior to the current contract expiration date of June 30, 2022
- 2) If the feedback referenced above is received and is not acceptable to the TDA board, continue discussions with the County about modified versions of County models similar to those you have previously provided as examples to figure out a solution that is acceptable to the TDA and County
- 3) If no agreeable structure can be developed for a County model integration, we can regroup with the Chamber or another 3rd party contract provider for a contract for services version that still provides a dedicated executive director for tourism functions only.

Once the best direction has been selected, the TDA board will work directly with the County (Manager, finance director, County Commissioners) to make any updates or amendments to bylaws and or resolutions to accommodate the new structure as necessary.

On September 30, 2021 11:32 AM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Layton,

That brings up another question – if the Chamber is developing a contract that removes the staffing portion, then what is the alternative model for the Tourism Authority Board to consider versus a consolidated County model?

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

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

Sent: Thursday, September 30, 2021 11:30 AM

**To:** Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>  
**Subject:** RE: visitor's center

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<jonathan.griffin@transylvaniacounty.org> wrote:

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Jonathan Griffin  
Finance Director  
Transylvania County  
p: 828-884-1931  
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**From:** Layton Parker (TCT) <layton@explorebrevard.com>  
**Sent:** Wednesday, September 29, 2021 9:34 AM  
**To:** Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>  
**Subject:** RE: visitor's center

Meeting with Jeff today to get an update. There was some confusion within their own executive team of what elements were included and the intentions of managing the visitor center. They plan to continue to own the building for at least 2-3 more years and will use part of the visitor center for Chamber member promotion as well. It would be challenging for the TDA to be responsible for management of the dual purpose visitor center with that partnership so I am hoping they come up with an agreeable offering to include that responsibility in the proposed contract for us to consider and develop our internal structure accordingly.

If they do choose not to assume that role, we can then consider a draft job description of that current position as part of our restructuring process. We could consider phasing out a physical presence over the next few years if the board feels that is the best direction, but will continue to take advantage of a local opportunity for tourism promotion through the visitor center as long as the opportunity is available.

I will keep you posted as soon as I hear more about their intended offering.

On September 29, 2021 9:06 AM Jonathan Griffin  
<jonathan.griffin@transylvaniacounty.org> wrote:

Thanks. Probably need to get a visitor's center coordinator job description put together, for comparison purposes, unless you think the chamber declining to operate a visitor's center means you might get out of that business completely.

Jonathan Griffin  
Finance Director  
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Sent: Tuesday, September 28, 2021 12:11 PM  
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>  
Cc: David Guice <David.Guice@transylvaniacounty.org>; Jaime Laughter <jaime.laughter@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; clark <clark@explorebrevard.com>  
Subject: Re: visitor's center

Thanks for the request for clarification. I had the same question following the meeting last week and I honestly believe several had the assumption that the request for a new contract dollar amount from the Chamber was to include:

- A) Visitor Center real estate cost for tourism function
- B) Office Space for administration purpose
- C) Fulfillment of managing the actual visitor center operations (especially since the space will continue to be used by both organizations)

However, I got the impression from the meeting and follow up discussions that that third (C) element



may have been assumed by some involved but not by all. I am waiting on Jeff and the executive committee to confirm the following elements from the Chambers request for a new contract:

1) Specific allocation of what rent will apply towards tourism visitor center and other towards admin office space

2) How the management of that space will be handled in regard to the agreement being inclusive or not and how the funds will be allocated. (For example, \$65,000 for the visitor center including the operations of the space and \$25,000 for the administrative office space including utilities) *just placing numbers there for example only.*

They are aware of the need to clarify these questions, but I have not heard back from them or had any further conversations directly with them. As soon as we receive any updates, I will pass them along and I request that you do the same if they are sent to you first.

On September 28, 2021 11:23 AM  
Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Layton,

I believe we've inched closer to getting the HR piece stitched up for third party evaluation, or at least found a consultant willing to give us a number on the cost for performing a neutral evaluation.

That said, with the working numbers I am looking at, I need a better understanding on one potential sticking point. I got Nory Lebrun's real estate figures and the specific "visitor's center" real estate cost about \$44,000 (out of \$65,000).

To your knowledge, would their number here offset the cost of specifically keeping someone on staff at the Chamber to run the center (Sally Burnett)? Or is that going to need to be considered separately?

As I'm sure you can appreciate, the Authority only needing to spend \$44,000 on visitor's center, with the assumption that operating the center is built in to that price, versus needing to pay for the space but also additionally someone to run it is going to be a different number and we've got a lot of constraints on different ends of this that have to be addressed.

Do you have an answer to that, or do you want to reach out to Chamber leadership or would you like me to do so?

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564



Clark Lovelace <clark@brevardncchamber.org>

---

## RECORDS Fwd: RE: visitor's center

1 message

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

Wed, Mar 30, 2022 at 3:56 PM

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

From: "Layton Parker (TCT)" <layton@explorebrevard.com>  
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>  
Date: September 30, 2021 4:56 PM  
Subject: RE: visitor's center

Appreciate your input and perspective. I really wish we could finalize what the Plan A looks like completely using a full County Integration and use a Plan B as exploring a similar version with less integration but still partnering with the County at a level they are comfortable with if constraints cause any issues to have to overcome from Plan A.

Let's see what the proposal looks like from the Chamber and I can continue conversations with them regarding a plan if things do not work out with the County.

On September 30, 2021 4:13 PM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

I can't really speak to the compensation or benefit piece aside from that I know compensation is going to be analyzed and the county's benefit program is already publicly available. I would recommend against a plan A being submitted to the board without a similarly-developed plan B – I am concerned that there won't be enough time to work out a good solution – you mentioned earlier there's already an uncomfortable level of uncertainty with the existing arrangements.

It is helpful knowing the existing pay structure for comparison purposes, you're the first person to share that. I will pass that along to the HR staff. Aside from Nory's notes about the real estate proposal, I don't really have a lot of information about how the Tourism program at the Chamber looks on the inside, so figuring out how this could potentially fit together within the constraints is useful.

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

---

From: Layton Parker (TCT) <layton@explorebrevard.com>  
Sent: Thursday, September 30, 2021 2:29 PM

**To:** Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>  
**Subject:** RE: visitor's center

Fair question and an accurate description of the situation regarding the order of things and timing.

The Option of redefining a new relationship with the Chamber was listed as the third option because of three primary reasons:

- 1) Their interest in hiring a dedicated executive director and informing us they would prefer not to continue an arrangement similar to what exists today
- 2) The challenge of logistics of how two organizations with separate executive directors with some similarities but also independent missions to operate under the same entity regarding chain of command, job descriptions, scope of work, priorities, etc that could cause conflict of confusion within one organization and neither board desiring that structure at this time.
- 3) Feedback from the initial meetings between the TDA and County administration identifying known violations of policy and threats with the current arrangement between the TDA and Chamber of Commerce

I am not confident that a new relationship could be identified with these challenges to overcome and more importantly not the preferred direction from either board. *If all other options were exhausted, I feel that the two organizations could probably develop a version of an agreement that would work, but not be preferred.*

I return the question back to you regarding confidence. It seems that a plan for TDA to integrate more directly with the County is the desired direction for the TDA and the Chamber once a supplemental agreement is developed for the real estate of office space and visitor center (and management) has been created. Is there a reason that you know of now or foresee that reduces your confidence in the TDA agreeing with the consolidated model? I may be oversimplifying, but the draft of proposed job descriptions should be easy enough to finalize and implement. The biggest unknown is how the County personnel plan salary parameters compare to the current compensation levels the personnel are receiving in those capacities within the Chamber. The summary below is what it would compare to:

Executive Director position is currently \$77,000 with a typical bonus of \$4K. The Marketing & Communications manager and Operations and Outreach manager 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.

I agree with the desire to not waste any time for the County in providing this information but also feel confident we can agree upon a structure that works for the TDA and County administration and should continue to pursue this as the preferred option unless you feel there are other things to consider.

Surely you can empathize with the position the TDA is in regarding the timing and process of decision making. This entire consideration was initiated by the current executive director doing their best to serve in both positions and the TDA board recognizing that both organizations have outgrown their ability to share a director and staff and a restructuring process was necessary for the future of both the Chamber and the TDA. The gathering of information and discussions with the County and the Chamber were essential in moving in that direction. In response to our board requesting more information of how a County integration plan would work and the preference of the Commissioners and administration choosing between that being a full integration or the use of 3rd party sources for HR and Payroll, they "removed the option of the TDA becoming 100% autonomous" but as you described in your presentation to the commissioners, there are really no fully autonomous TDAs operating in NC.

The TDA is still very open to partnering with the County with whatever level of integration is necessary with those needed financial, HR and payroll functions necessary to achieve the need of an Executive director and 2 supporting staff members for the TDA. If you feel that outcome cannot be achieved for reasons we are unaware of, I can ask the board to spend more efforts on considering an alternative.

On September 30, 2021 12:26 PM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Are you confident we can figure that third party relationship with the Chamber relationship in flux?

Would it be reasonable to consider running a separate contract-out evaluation separately or do you want to stick to the County evaluation first – my immediate concern is that this decision making process could get to November/December, the TDA Board decide they don't like County integration, but the Chamber still wants it resolved by end of year (based just on Nory's comment from the meeting) – so we find ourselves in the situation where there's a County evaluation, that took time to put together, and then relatively little work towards an alternative, but with the Chamber having considerable leverage on the outcome (because they are your primary contractor).

It seems like we could run out of runway before the plane can take off, to use a metaphor.

Jonathan Griffin

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Transylvania County

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**From:** Layton Parker (TCT) <layton@explorebrevard.com>  
**Sent:** Thursday, September 30, 2021 12:21 PM  
**To:** Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>  
**Subject:** RE: visitor's center

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<layton@explorebrevard.com>  
Sent: Tuesday, September 28, 2021  
12:11 PM



**To:** Jonathan Griffin  
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**Cc:** David Gulce <David.Gulce@transylvaniacounty.org>; Jaime Laughter <jaime.laughter@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; clark <clark@explorebrevard.com>  
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Transylvania County  
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Clark Lovelace &lt;clark@brevardncchamber.org&gt;

**Re: followup from Friday (9/17/21) meeting**

1 message

Nory LeBrun &lt;nory@mindspring.com&gt;

Tue, Oct 5, 2021 at 4:17 PM

To: "Layton Parker (TCT)" &lt;layton@explorebrevard.com&gt;

Cc: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>, Angela Owen <ap\_owen@blueridge.edu>, "Joyce, Jeff" <joycej@brevard.edu>, Clark Lovelace <clark@brevardncchamber.org>, Jaime Laughter <jaime.laughter@transylvaniacounty.org>, David Gulce <David.Gulce@transylvaniacounty.org>, Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>

Jonathan, thanks much for the update! Please let us know if you need additional info on real estate. I'm sure Jeff, Angela, and the team will be responsive on other Chamber proper items. Best, Nory

Sent from my iPhone

On Oct 5, 2021, at 1:19 PM, Layton Parker (TCT) <layton@explorebrevard.com> wrote:

Thank you for the update Jonathan,  
I appreciate you expediting getting the process moving quickly for the analysis with Catapult.  
Keep us posted.

On October 5, 2021 12:14 PM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Hi folks,

A brief update from the County process – late yesterday evening we executed a contract with Catapult Employers Association to do a limited assessment of the following items:

- Review and analyze for accuracy the job descriptions as submitted by Layton Parker for the proposed TDA employees
- Validate and clarify as needed the job duties as proposed with County Human Resources and current Chamber employees
- Confirm or recommend alternative FLSA classification for the three positions
- Finalize positions after review/analysis/validation/FLSA
- Perform a market and internal equity analysis with the finalized job descriptions for compensation

I expect that Sheila and I will be doing a kick-off call this week and turning over everything we have accumulated so far this week.

That said, it will be imperative (for the timeliness of the project, if nothing else) that the Chamber staff who perform these equivalent duties now are responsive to the consultants from Catapult. They will perform a limited interview to help assess the accuracy/validity of the proposed descriptions (currently expecting less than <1hr per employee).

Thanks in advance to everyone as we navigate this together!

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

**From:** Layton Parker (TCT) <layton@explorebrevard.com>

**Sent:** Wednesday, September 22, 2021 11:41 AM

**To:** Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>; Angela Owen <ap\_owen@blueridge.edu>; Joyce, Jeff <joycej@brevard.edu>; nory@mindspring.com; Clark Lovelace <clark@brevardncchamber.org>

**Cc:** Jaime Laughter <jaime.laughter@transylvaniacounty.org>; David Guice <David.Guice@transylvaniacounty.org>

**Subject:** Re: followup from Friday (9/17/21) meeting

Thank you for the notes and recap Jonathan. This looks good for a working plan for us to provide all organizations updates with following the discussion.

The only item I wanted to clarify is the for the internal marketing position. During the meeting, in response to Angela commenting on less directives from the TDA being elements of a potential new contract of services, I wanted to provide the history to the Chamber of the addition of that position a few years ago and the process that both groups used to add it at the request of the TDA board and reasoning of not adding the burden of creating a new position to the Chamber HR and using the addendum area of the contract as a tool to create the position and see how things worked out with the Chamber taking on those responsibilities for return on investment and efficiencies while leaving flexibility in the agreement.

At this time, the TDA board continues to show interest in developing the Marketing and Communications manager position "internally" to continue the function as closely as possible as it is being filled today with the Chamber by MJ, who is currently employed for that position whether in the future that is being employed through a County personnel plan structure or a Service contract by the Chamber or another organization once that decision has been made.

If any other determinants develop during the restructuring that require consideration of shifting those responsibilities back to Market Connections, we would address them at that time so it would still technically be one option but not the preference at this time.

Thanks again for providing a useful recap for us all to continue the discussion with.

Layton

On September 22, 2021 11:16 AM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Hi all,

Thanks again for the productive work session on Friday afternoon. I've copied in Jaime and I's notes from the meeting, and added some specific dates on the County side for additional clarity on the County's process.

Please feel free to offer corrections, feedback or any other thoughts on the content. I'm sending this out to confirm that we were all on the same page regarding our key understandings and next steps:

#### KEY POINTS / UNDERSTANDING

- The Brevard/Transylvania Chamber workgroup is interested in a vision for its organization that refocuses on a mission around building memberships in the Chamber, revenue growth and advocacy for its membership. They intend to hire a new director who has the skillset and experience for that mission.
- The Chamber would prefer the transition be resolved by the end of the calendar year but will honor the TDA contract signed through June 30, 2022.
- The Chamber could still be interested in a contract with the Authority to provide support services in future, but support services will be limited (rather than a contract by position, a contract would be based on a "bucket" of limited services)
- From Tourism Authority comments: Layton indicated one option that is being considered is that some duties currently housed at the Chamber (MJ's role) would transition back to Market Connections, the advertising agency of record for the TDA, decision here may change the number of positions needed under a nonprofit support contract or a public sector employer option.
- The County is currently soliciting proposals for an independent consultant to review and determine how the proposed tourism positions would fit in the County's compensation classification system. This process started fairly recently, after to the Board of Commissioners decision on August 28<sup>th</sup>. The County needs to analyze the proposed positions per the Authority's job descriptions received September 9 and see where they fit with the County's job classes.
- Commissioners left two models of TDA operation on the table to be considered. County staff is working to flesh out both for TDA so that they can make a recommendation to the Board of Commissioners.
- The County Attorney has been re-writing the County's resolution to modify the authorities/responsibilities of the Tourism Authority that would allow operations under each option being considered. These were requested from the attorney

#### FOLLOW UP ITEMS:

- Question for Nory at meeting – what is the mix on the \$65,000 proposed real estate component between visitor's center and administrative offices, if possible to break out? In order to ease calculation between visitor's center operations and the administrative cost calculation.
- Conversation w/ Clark concerning floor plan - some discussion about floor space logistics - where a new director would fit, where the Brevard Philharmonic lease currently is, operating staff for visitor's center, and Tourism Authority staff could be
- Jonathan will update all parties once we have the personnel analysis complete and each option sketched out. Layton, in a separate email yesterday, requested a copy of the resolution prior to submission to Commissioners for legislative action.

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

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Clark Lovelace &lt;clark@brevardncchamber.org&gt;

**Resumes for those performing TCTDA work**

1 message

**Clark Lovelace** <clark@brevardncchamber.org>  
To: Kate Hayes <kate.hayes@transylvaniacounty.org>  
Cc: "Layton Parker (TCT)" <layton@explorebrevard.com>




Tue, Nov 16, 2021 at 12:23 PM

Kate,

Layton asked me, Corey, and MJ to update our resumes and get them to you. They are attached. 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](mailto:brevardncchamber.org)  
TCTDA: 828-884-8900 / 800-648-4523, [explorebrevard.com](http://explorebrevard.com)

**3 attachments**

-  **RESUME (MARY JO GORDON).pdf**  
28K
-  **Resume (Corey Gafnea - 2021).pdf**  
126K
-  **Resume - Clark Lovelace (11-15-21).pdf**  
139K



## **Clark E. Lovelace**

**397 Knob Road    Pisgah Forest, NC 28768    828-553-1614    clark.lovelace@gmail.com**

### **SUMMARY OF EXPERIENCE**

#### ***The Brevard/Transylvania Chamber of Commerce - Brevard, NC***

##### ***Executive Director (2014 – present)***

The Brevard/Transylvania Chamber of Commerce (Chamber) has been serving their community for almost 100 years, with the goal of supporting its members through advocacy, promotion, local engagement, and education to support the local economy. The Transylvania County Tourism Development Authority (TCTDA) is a destination marketing and management company with the goal of generating and enhancing tourism opportunities through strategic promotion coordinated with tourism-related businesses and local government. The executive director position includes oversight of all elements related to the operations of both organizations, plus management of a vibrant visitor center as well as the building that houses all three, which the Chamber owns. Key duties include the management and/or oversight of two budgets totaling more than \$2M, five full-time and three-part time staff, events and programs, a \$1M+ marketing plan, member sales/retention, sponsorship programs, as well as facilitating and supporting two boards, working closely with local/state government and business leaders, and serving as the primary spokesperson and representative of both organizations. Both organizations are as strong as ever. The Chamber has maintained its membership despite the pandemic and is seeing high member satisfaction rates. The TCTDA has seen occupancy revenue more than triple in the last seven years, while the organization has added important new programs focused on creating a sustainable tourism destination.

#### ***The Greystone Inn and the Lake Toxaway Company - Lake Toxaway, NC***

The Lake Toxaway Company (LTC) was established by Reg Heinitsh, Sr. in 1960 as a private development company. In subsequent years, world-class country club amenities were added, and Lake Toxaway has become one of western North Carolina's premier destination communities. In 1985, my dad, Tim Lovelace, created The Greystone Inn, a 33-room resort on the shores of Lake Toxaway. He did so with Reg Heinitsh, Jr. as a silent partner. In 2005, based on a change in the partnership structure, I assumed additional responsibilities related to the operations of the country club to gain efficiencies between The Greystone Inn and the LTC operations. In 2014, my family, along with Reg Heinitsh, Jr. made the decision to sell the inn.

##### ***General Manager (2003 – 2014)***

Responsible for all aspects of inn operations, which included 33 rooms, a restaurant, a spa, a boating program, group meeting facilities, and more. The inn received multiple awards during my tenure, including the AAA Four Diamond Award each year, and was on the list of distinguished Select Registry properties. Oversight also included financial management, marketing, and group sales. The inn typically employed 8-10 year-round employees and up to 50 seasonal workers.

##### ***Vice President of the Lake Toxaway Company (2006 – 2014)***

In addition to management of the inn, duties included oversight of certain areas of the Lake Toxaway Country Club, including food and beverage, a vacation rental program, croquet, and more.

#### ***Oldfield - Okatie, SC***

##### ***General Manager – River House & Cottages (2001-2003)***

Oldfield is a gated community located just outside of Hilton Head, S.C. The development began in 2001 and the community differentiated itself by creating a relaxed family setting that offered more than the typical country club amenities. Specifically, their offerings included river activities, a naturalist program, a bed and breakfast, and a food and beverage program designed at building a sense of community. I was hired at the inception to create this uncommon experience for new members and real estate prospects. I oversaw all aspects of lodging and food and beverage, including the finishing phase of the clubhouse renovation, the

startup of the club operations, and the addition of eight cottages. Over my time at Oldfield, lodging grew to 23 total rooms along with two dining rooms and a golf snack bar. Staff included approximately 10 full-time and 10 part-time employees.

### ***The Greenbrier, White Sulphur Springs, WV***

#### ***Conference Services Manager (1998-2001)***

The Greenbrier is a AAA Five Diamond luxury hotel with over 700 rooms and cottages. I was personally responsible for coordinating over \$3.5 million in group business for groups ranging from 8 to 800 attendees. My main duties involved planning all aspects of a group's conference, such as writing menus, selecting wines, coordinating meeting/audio visual needs, recreational activities, entertainment, and decor.

#### ***Management Trainee (1997-1998)***

I completed a 12-month comprehensive management program rotating through all departments and working with department directors to learn key functions. This included numerous training classes on quality and management skills.

### ***The Fearington House Inn, Pittsboro, NC***

#### ***Front Office Professional (1996-1997)***

The Fearington House Inn is a AAA Five Diamond country inn with 30 rooms located in quaint Fearington Village. My role was focused on front of the house duties, including reservations, front desk, concierge, and accounting entries.

### ***The Greystone Inn, Lake Toxaway, NC***

#### ***Various Positions – dishwasher, bellman, housekeeper, waiter, guest services, and more (1987-1995)***

During my teenage and early college years, I spent my summers working in every department at my family's business.

## **EDUCATION**

University of North Carolina at Chapel Hill

B.S. (With Distinction), Kenan-Flagler Business School

## **PROFESSIONAL ASSOCIATIONS**

**Hospitality** – Throughout my years in hospitality my professional associations included membership in Select Registry, Meeting Professionals International, Executive Forums, AAA, Classic Inns of the South (served as president), the National Register of Historic Places, and multiple chambers of commerce.

**Chamber and Tourism** – Through my role as executive director, I have served on the boards of directors of the Heart of Brevard, Community Relations Board (served as chair), WNC Chamber Executives (served as president), Blue Ridge Community College Business Administration Advisory Board, Transylvania County Transportation Advisory Committee, and the French Broad River Partnership Business Work Group.

**Other** – Prior to my position with the Chamber and Tourism I spent time of the board of directors for each organization and have served as a mentor for Brevard College students. I am a 2016 graduate of Vision Transylvania.

## **PERSONAL ASSOCIATIONS**

Most of my focus outside of work is on my wife, Cherilyn, and our two girls. Beyond that, I love playing, watching, coaching, discussing, and arguing about all sports. As a Tar Heel, my true love is for basketball, and I have enjoyed playing and coaching the sport throughout my life. When time permits, I love tennis & golf, and almost any other competitive sport. I also enjoy travel and cooking. I have volunteered with a handful of charity organizations over the years and was vice-president of my neighborhood association from 2004-2008.

**COMPUTER SKILLS**

I have been using Microsoft Office my entire career and have at various points used the following programs: Meeting Matrix, Jonas, Visual One, innCenter, Constant Contact, and QuickBooks. I have managed and overseen social media accounts for numerous businesses.

**REFERENCES**

Available upon request

# Corey Gafnea

Cell: 404-819-0541 | cgafnea@gmail.com | 361 Maple Street Brevard NC 28712

## SUMMARY

Energetic and engaging leader with strong personal relationships with community members and organizations. Pleased to be a part of the Transylvania County Tourism Development Authority (TCTDA) as an advocate for the intersection of tourism and community as a driver of the economic success of Transylvania County. Experience in project management, marketing, sales, education and non-profit work. Strong communication skills and experience working with businesses, schools, colleges and community organizations giving presentations and building relationships.

## EXPERIENCE

**Brevard/Transylvania Chamber of Commerce** Brevard, NC Oct. 2020-Present *Operations & Project Coordinator*

*(Primary duties are in support of the TCTDA via a service contract with the chamber)*

### Key points:

- Support the executive director and board of directors in operational and administrative duties including coordinating and administering TCTDA grant programs and funding opportunities, administrator of the TCTDA board, Transylvania Always and Destination Infrastructure Committees and serving as the link and primary communicator with tourism related businesses and organizations.
- Work closely with the executive director and partner marketing agency to create an annual list of marketing opportunities to promote individual businesses to visitors within the broader scope of promoting Transylvania County to visitors in focused locations and selling of those opportunities.
- Maintain a comprehensive database of tourism partners and effectively communicate with them, acting as a resource hub, updating events calendar and creating a camp and big events calendar. Serve as liaison and point of contact for TCT and tourism partners in all areas, including outreach for partner participation in sweepstakes.
- Maintain regular and close contact with public land managers to keep them informed of TCTDA initiatives, being attuned to their needs and seeking opportunities for shovel ready projects in need of funding.
- Support Visitor Center operations, specifically as backup staff for the Visitor Center Coordinator as needed.
- Support the Chamber of Commerce, specifically as the point of contact for the Annual Christmas Parade.

**SAFE, Inc.** Brevard, NC March 2018-April 2020 *Rape Prevention Education Coordinator*

Sexual violence prevention work through education, advocacy and empowerment for youth and adults focused on comprehensive, socio-culturally relevant and in-depth programming as well as community engagement using multiple strategies to create lasting change for individuals, groups, communities, and society.

### Key points:

- Led collaborative efforts and engagement with multiple nonprofit organizations focused on enhancing protective factors for children and youth including GetSet, CARE Coalition, Rise and Shine, Project Empathy, and a Sexual Violence Prevention Task Force.
- Created targeted digital and printed educational materials specific to reducing sexual harassment and sexual violence.
- Grant management including submitting detailed quarterly grant reports.
- Created, planned and implemented community events for Sexual Assault Awareness Month (April) and Teen Dating Awareness Month (February).
- Taught weekly classes to each 9th grade student in Transylvania County about consent education, healthy and unhealthy relationships, consent education, human trafficking, cyberbullying, and sexual assault and teen dating violence prevention.
- Taught a series of 5 classes to each 6th grade student in Transylvania County using Shifting Boundaries curriculum to teach bullying prevention, anger management, healthy communication and online safety.
- Led training and prevention workshops at Brevard Music Center for staff, students and resident assistants about sexual harassment, sexual assault and consent education.

- Completed year-long program by Injury-Free NC Academy led by UNC Chapel Hill with the CDC.
- Created and led training at Job Corps, Brevard College about LGBTQ+ inclusivity.

**Seamless Point of Care** Brevard, NC January 2015 – February 2018 *Project Manager*  
Healthcare IT Sales and Installation Company based in Atlanta GA

**Key points:**

- Created quotes for projects in a timely manner. Key communication with clients and vendors.
- Managed projects including procurement, scheduling, installation and follow up.
- Worked with CRM software to manage client, project and product databases.
- Drafted and edited correspondence, communications, presentations and other documents.
- Collaborated with owners and sales team to create digital and printed marketing collaterals.

**CPACS, Inc. (Center for Pan Asian Community Services)** Atlanta, GA Aug 2010 – May 2013 *ESOL Teacher*

Prepared and executed lesson plans for beginning and advanced English classes for both native Spanish and Korean speakers. Lessons covered grammar, conversation, writing skills, American culture and civics.

**Key points:**

- Developed lesson plans that were appropriate for students' learning abilities and related to their interests. • Researched and devised activities to enhance current event knowledge to facilitate topical discussions. • Created a trusting classroom atmosphere through sensitivity to students' strengths, weaknesses, and personal learning styles.
- Engaged students using humor, conversation, game-playing and other activities designed to maximize learning, interaction and engagement in both large and small groups.
- Participated in numerous multicultural training courses offered through CPACS, Inc.

**EDL & Associates** Atlanta, GA August 1994 – December 2009 *Senior Art Consultant*

Responsible for leading local and national projects from inception to installation while managing a team of project managers. Strong ability to work on multiple projects concurrently.

**Key points:**

- Negotiated contracts with artists for site specific commissions for public space and guest room artwork (including reproduction rights and royalties).
- Personally managed, purchased and consulted on projects totaling \$650,000-\$1.3M annually for 9 years. • Created and implemented sales and marketing presentations for both new and existing clients. • Researched, discovered and established relationships with local, regional, national and international artists.
- Built relationships with design and architectural firms to provide art and framing to fit the design, scope and budget of their projects.
- Consistently met strict deadlines to complete projects within the established budget.
- Represented the consulting firm at national trade shows.

## EDUCATION

Georgia State University Atlanta, GA 1992 • Bachelor of Arts, Major in Art History, Minor in Spanish

Atlanta College of Art Atlanta, GA 1994 • Certificate in Gallery Management

JB Media Institute Asheville, NC 2015 • 6-week intensive Digital Marketing/Social Media Course

UNC (Online) Jan 2021 • Digital Marketing Boot Camp (19 week program)

## COMMUNITY SERVICE & SKILLS

Vision Transylvania Grad May 2015

Mountain Roots Board Member (2015-2018)

CARE Coalition Member (2018-2020)

Spanish Proficiency

## EDUCATION

AUG 2012 - MAY 2016 LOUISVILLE, KY

### **University of Louisville**

Bachelor of Science, Communications  
Minor, Spanish

SEP 2014 - DEC 2014 MALAGA, SPAIN

### **Universidad de Málaga**

Intensive Spanish Language

## SKILLS

### ADVANCED KNOWLEDGE

**Adobe InDesign, Social Media, Constant  
Contact, Microsoft Office (Word, Excel,  
PowerPoint)**

### WORKING KNOWLEDGE

**Adobe Illustrator, Photoshop**

### LANGUAGES

**Spanish (Intermediate)**

## REFERENCES

**Available Upon Request**

## WORK EXPERIENCE

NOV 2019 - PRESENT BREVARD, NC

### **Marketing & Communications Specialist**

#### **Brevard/Transylvania Chamber of Commerce**

My duties are in support of the Transylvania County Tourism Development Authority via a contract relationship with the chamber. Collaborate with marketing partner agency to extend the depth of in-house work. Create press releases, quarterly organizational reports to the County Commissioners, annual reports to the County Commissioners, tourism presentations, and website content/updates. Handle all aspects of social media management. Support marketing partner agency with marketing collateral, advising content or direction, and proofing. Create and produce monthly partner e-blasts. Coordinate PR efforts including familiarization tours. Manage and execute photo shoots and video shoots alongside partner agency. Serve as a facilitator of monthly Marketing Committee meetings.

MAY 2018 - OCT 2019 BREVARD, NC

### **Camp High Rocks**

Youth Educator

SEP 2017 - MAY 2018 SANTANDER, SPAIN

### **ESL Teacher**

#### **Colegio San Agustín**

Taught English language skills to students aged 12-18 years old.

SEP 2016 - MAY 2017 TUDELA, SPAIN

### **ESL Teacher**

#### **Colegio de Compañía de María**

Taught English language skills to students aged 3-10 years old.

AUG 2015 - DEC 2015 LOUISVILLE, KY

### **Intern**

#### **Louisville Convention & Visitors Bureau**

Attended and assisted with preparation of booked group events such as the Heli-Expo. Assisted with planning and coordination of FFA Local Host Committee meetings/events.



Clark Lovelace &lt;clark@brevardncchamber.org&gt;

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**Contract/Organization emails**

1 message

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**Corey Gafnea** <corey@brevardncchamber.org>  
To: Clark Lovelace <clark@brevardncchamber.org>

Wed, Nov 10, 2021 at 2:39 PM

Hi Clark,  
I've gone through my emails with MJ and didn't find anything related to either the organizational structure or contract and have no recollections of sending her anything related.  
Corey

--

**Corey Gafnea** (*she/her/hers*)

Operations &amp; Project Coordinator

Transylvania County Tourism

175 East Main Street

Brevard, NC 28712

828-884-8900

[www.explorebrevard.com](http://www.explorebrevard.com)



Clark Lovelace <clark@brevardncchamber.org>

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**RE: Resumes for those performing TCTDA work**

1 message

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**Kate Hayes** <kate.hayes@transylvaniacounty.org>  
**To:** Clark Lovelace <clark@brevardncchamber.org>  
**Cc:** "Layton Parker (TCT)" <layton@explorebrevard.com>

Wed, Nov 17, 2021 at 9:03 AM

Thank you so much! Naomi has a few things to finalize and then she'll give us her recommendation and I'll review the resumes once I have that information from her.

Kate

**From:** Clark Lovelace <clark@brevardncchamber.org>  
**Sent:** Tuesday, November 16, 2021 12:23 PM  
**To:** Kate Hayes <kate.hayes@transylvaniacounty.org>  
**Cc:** Layton Parker (TCT) <layton@explorebrevard.com>  
**Subject:** Resumes for those performing TCTDA work

Kate,

Layton asked me, Corey, and MJ to update our resumes and get them to you. They are attached. 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](http://brevardncchamber.org)**

**TCTDA: 828-884-8900 / 800-648-4523, [explorebrevard.com](http://explorebrevard.com)**







Clark Lovelace &lt;clark@brevardncchamber.org&gt;

**Re: Request**

1 message

**Angela Owen** <angela@truventure.com>

Mon, Nov 29, 2021 at 1:25 PM

To: Clark Lovelace &lt;clark@brevardncchamber.org&gt;

Thank you! Tomorrow is just fine.



**Angela P Owen**  
Truventure Enterprises  
1-828-384-0025 | [angela@truventure.com](mailto:angela@truventure.com)  
[www.truventure.com](http://www.truventure.com)



On Nov 29, 2021, at 1:22 PM, Clark Lovelace &lt;clark@brevardncchamber.org&gt; wrote:

Yes. I'm out today so I don't have access to that information. I'm happy to send tomorrow if that's okay.

**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](http://brevardncchamber.org)  
TCTDA: 828-884-8900 / 800-848-4523, [explorebrevard.com](http://explorebrevard.com)



On Mon, Nov 29, 2021 at 3:14 AM Angela@truventure &lt;angela@truventure.com&gt; wrote:

Clark,

Good morning! I hope you had a great Thanksgiving! I am working on some budget ideas for 2022 and need a bit of information. Can you please provide the salary breakdowns for each of the Chamber staff?

Many thanks!



**Angela P Owen**  
Truventure Enterprises  
1-828-384-0025 | [angela@truventure.com](mailto:angela@truventure.com)  
[www.truventure.com](http://www.truventure.com)





Clark Lovelace &lt;clark@brevardncchamber.org&gt;

**Re: follow up items**

1 message

**Layton Parker** <laytonparker@gmail.com>

Tue, Nov 30, 2021 at 6:49 PM

To: Jonathan Griffin &lt;Jonathan.Griffin@transylvaniacounty.org&gt;

Cc: "Layton Parker (TCT)" &lt;layton@explorebrevard.com&gt;, David Gulce &lt;David.Gulce@transylvaniacounty.org&gt;, Jaime Laughter &lt;jaime.laughter@transylvaniacounty.org&gt;, Sheila Cozart &lt;Sheila.Cozart@transylvaniacounty.org&gt;, Kate Hayes &lt;kate.hayes@transylvaniacounty.org&gt;, clark &lt;clark@explorebrevard.com&gt;

Thank you for the hard work getting it ready!

I am comfortable with giving you time to show what information you have ready during the meeting and or providing it to the board ahead of time which ever you think is more appropriate.

Layton

On Nov 30, 2021, at 6:35 PM, Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org> wrote:

Hi Layton,

I see Clark has already distributed the agenda packet for Thursday's meeting. I was hoping that I would be able to submit all of the details for Plan A today, but unfortunately Sheila, Kate and I ran into some last second stumbling blocks and were unable to complete our work.

The presentation is mostly finished, with about two or three data points that are outstanding. My hope is that we will be able to submit it to you tomorrow, for you to distribute as you see fit.

If you are uncomfortable distributing the information with that little time for review from the Board, I certainly understand.

Jonathan

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

**From:** Jonathan Griffin

**Sent:** Friday, November 19, 2021 3:45 PM

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

**Cc:** David Guice <David.Guice@transylvaniacounty.org>; Jaime Laughter <jaime.laughter@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; Kate Hayes <kate.hayes@transylvaniacounty.org>; clark <clark@explorebrevard.com>  
**Subject:** RE: follow up items

Hi Layton,

- We would draft and release a document, give it a time period and receive response. We could likely also craft an RFQ for something of this nature – which would involve less a specific price tag and more a general assessment of an organization's ability to be an entity that supports the TDA board as it carries out its duties.
- OK – I have not personally received any communication from the Chamber, or seen anything that would suggest that the end-of-calendar year request was that flexible. As I shared with you previously, my primary concern is that we will still be trying to get a plane in the air but have run out of runway. If you are confident that the Chamber's position has changed and they are willing to ride out all the way to 6/30, that satisfies me.
- Yes, I agree it is no longer feasible to do anything before the full meeting because we are too close to 12/2.

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

**From:** Layton Parker (TCT) <layton@explorebrevard.com>  
**Sent:** Wednesday, November 17, 2021 11:21 AM  
**To:** Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>  
**Cc:** David Gulce <David.Guice@transylvaniacounty.org>; Jaime Laughter <jaime.laughter@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; Kate Hayes <kate.hayes@transylvaniacounty.org>; clark <clark@explorebrevard.com>  
**Subject:** RE: follow up items

Kate has received the resumes and is working on the review.

- RFP - Can you describe the process we would follow if we did want to issue one to see if any organizations are interested to review and see if it that is an option before we decide as a board want to issue one?
- Chamber deadline- With all the needed information to make a decision for the staffing structure of the TDA, having a hard date mandated creates an urgency that is not necessary. The Chamber is continuing to explore the best structure for their own director and staff and a plans to present a proposal back to the TDA for the visitor center and office space. Neither organization wants to rush this decision nor the transition steps necessary so I am confident we can all find a timeline that meets the needs of all organizations without creating steps necessary to expedite being proactive due to a date only. The delivery from their executive board at our joint meeting clarified their desire to pursue their own director and referenced a date but they are willing to work with us on that timeline to allow for the most effective long term structure of both organizations. We are covered through the end of the current contract date and I believe we could even do another short term agreement if all organizations are continuing to work towards the final goal but that is my opinion only at this point.
- Pre-meeting briefings - With Thanksgiving next week and the full board meeting scheduled on December 2, I feel that facilitating meetings prior to that may be challenging to make sure every board member is included and I also feel the information available to provide to them regarding

options with the County personnel plan or informing them of a potential RFP would be limited at this point until we hear more from you regarding the Catapult Analysis. We would not have the expectation for the County to be 100% prepared to answer every question following that analysis by the meeting on December 2. I suggest we continue to do our best to have much more detail for the board to consider and possible pre-meetings prior to our meeting in January.

On November 15, 2021 12:48 PM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Thanks for the follow up and directing them to Kate.

- On presentation: We'll present it whatever way you prefer, it is only a suggestion that we try for pre-meeting briefings. I do anticipate an overview of the County's HR policies, the Catapult analysis concerning salary ranges and FLSA and finalized pay and benefits will make for a long question and could generate questions that are difficult to answer on the spot.
- I don't know that it will be possible to find an organization that can slot in for the administrative component quite the same way that the Chamber served in this role without soliciting via RFP, but for the purposes of facilitating Plan B, we copied in the scope of work from the Chamber agreement, but the rest is boilerplate language. Up to you whether or not you want it issued – my view is that we need to be proactive, as you and I have previously discussed if the Chamber were to

My last conversation on the resolution update was on 9/30, so I don't have any updates on that front aside from I know there was going to add the hire/fire language to the resolution so that it was possible, and then some clean up on top of that on issues like we have previously discussed (like the Robert's Rules issue that doesn't match best practice for local governments or how TCTDA has governed its meetings). Generally, the resolution needs to define the TCTDA directors and their powers and responsibilities, while the by-laws are the procedures and processes about how those powers and responsibilities are exercised.

I will follow up with the County Attorney to see if we are on track for those to go forward at the 12/13 for the BOCC meeting.

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

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

Sent: Wednesday, November 10, 2021 3:45 PM

To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>

Cc: David Guice <David.Guice@transylvaniacounty.org>; Jaime Laughter <jaime.laughter@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; Kate Hayes <kate.hayes@transylvaniacounty.org>

Subject: Re: follow up items

Thank you for the updates Jonathan,

I am looking forward to getting the updates and information following the report from Catapult. I have let contacts with Chamber know that we are continuing to work on a solution for the new structure and will continue to communicate with them as soon as we have more information and direction. In response to some of your points in the email below:

- We will plan to present reports or recommendations received by the County regarding development of a integrated county personnel plan to the board on the 5th or if information is provided prior to that meeting, we can arrange smaller meetings with the task force or other representatives to keep the process moving and allow for as much understanding as possible for the Board members to consider to allow expedited, yet informed decisions to help all organizations get this wrapped up soon.
- I am asking Clark and the other staff members to provide their resumes to Kate Hayes to assist with that review process
- Plan B - We have not discussed any additional options following the Chamber's desire to pursue their own director and request for the TDA to provide its own staffing. Our primary plan still remains to either initiate the County Personnel plan following the information the County plans to provide soon or "Plan B" would be to continue to evaluate other versions of hybrid structures where other Counties and TDAs work together for staffing needs. I briefly reviewed the RFP template and would be happy to assist with developing a version of that but I am unaware of any nonprofit support agencies in our County that may be interested or qualified to partner with. I would be interested in hearing more if anyone has suggestions.
- Resolution and by-law revisions - As we finalize the structure, I expect several revisions needed to implement. Do you have any current drafts of any revisions you know of already that would be needed based on the due diligence process we have all completed so far regarding our resolutions, by-laws or statutes?

Thanks again for your detailed guidance as we get closer to a solution.

Layton

On November 8, 2021 4:55 PM Jonathan Griffin <jonathan.griffin@transylvaniaco

unty.org> wrote:

Hi Layton,

Touching base on what I am aware of as we move towards a conclusion on the Authority's restructuring:

- We expect to have the HR consultant's report back from Catapult and in hand within a week or two
- The second Board of Commissioners meeting for this month has been cancelled
- The Authority will have its next meeting on Dec 5<sup>th</sup>
- The earliest we can put the revisions to the establishing resolution and by-laws of the Authority and authorize creation of County staff TDA positions would be December 13<sup>th</sup>, 2021 (the BOCC meeting)
- I have not heard back from you about whether or not there is a plan B for a support services contract

I believe I mentioned this in passing at the Authority's October meeting, but I think the smoothest path forward is that we organize smaller meetings with

Individual or small groups of the Board of Directors to put the information in front of the BOD before a full review at the Authority's Dec 5 meeting. Since we do have at least an informal deadline from the Chamber, it seems that we can make a good faith effort to at least formalize a decision by the end of the calendar year.

I expect at this point we need each member of the board of directors familiar with the following items (the "Plan A" from our earlier emails) before 12/5:

- The salary ranges, job descriptions and benefit structure under the County's formal plans
- The human resources policies for the County which would be followed by the Authority
- The budget amendments (either through a reduction in expenses elsewhere, or an appropriation of fund balance) necessary to implement it

There are two items we can work on while we wait for that Catapult package to come back:

- Since you moved during the Authority's October meeting to offer future County staff positions to the three employees of the Chamber, can you instruct your selected individuals to submit resumes/curriculum vitae to Kate Hayes?
  - The County evaluates relevant skills, experience and academic background to determine base pay, so we can start getting some numbers together
- I asked Brian to use a template to draft a potential RFP for the Authority to contract with a new nonprofit entity for support services – please review and let me know if you would like us to release this document to solicit options for a Plan B.

Looking forward to stitching this up, let me know what you think!

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564



Clark Lovelace &lt;clark@brevardncchamber.org&gt;

**Re: follow up items**

1 message

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

Tue, Nov 30, 2021 at 9:52 PM

**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](http://brevardncchamber.org)  
TCTDA: 828-884-8900 / 800-648-4523, [explorebrevard.com](http://explorebrevard.com)



On Tue, Nov 30, 2021 at 9:50 PM Layton Parker <laytonparker@gmail.com> wrote:

Sure. Let's plan on a call at 11 AM. Quick update, Libby has been the only one to reach out for a phone call to prep regarding structure..

Layton

On Nov 30, 2021, at 9:48 PM, Clark Lovelace <clark@brevardncchamber.org> wrote:

Do you have a few minutes to catch up tomorrow? I'm free from 11am to 3pm.

**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](http://brevardncchamber.org)  
TCTDA: 828-884-8900 / 800-648-4523, [explorebrevard.com](http://explorebrevard.com)



On Tue, Nov 30, 2021 at 6:49 PM Layton Parker <laytonparker@gmail.com> wrote:

Thank you for the hard work getting it ready!

I am comfortable with giving you time to show what information you have ready during the meeting and or providing it to the board ahead of time which ever you think is more appropriate.

Layton