

Communications from 12/10/21 – 12/18/21



Clark Lovelace <clark@brevardncchamber.org>

revised draft

1 message

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

Fri, Dec 10, 2021 at 11:49 AM

TDA Staffing Structure Options**As of December 9, 2021**

First of all, the intent of this email is to comprehensively describe the current status of options for consideration by the Transylvania County Tourism Development Authority (TCTDA) to continue discussions for a viable option for a structure to provide staffing and HR functions for the TCTDA with the **primary objective of providing a dedicated Executive Director of the TCTDA, an Outreach specialist and a Marketing Specialist to assist the Board of Directors with fulfillment of the function and mission of the TCTDA.**

*Quick Recap of steps taken to date:**(intended to be a brief summary of steps and does not provide a full comprehensive history)*

1. January 2020 - Feedback from the existing shared director of the Chamber of Commerce / TDA during an annual retreat and planning session regarding how the existing structure was not effective nor sustainable long term due to substantial growth in occupancy tax collection, desired sustainability efforts to protect our County resources impacted by tourism, strategic planning Tourism related initiatives and the simple concept that one director cannot effectively serve the needs of both the TDA and Chamber of Commerce.
2. Research and Conversations with the Chamber of Commerce administration, Transylvania County administration (Commissioners, Finance Officer, County Manager, HR administration), NC School of Government, Legal Counsel, Tourism Industry Consultants and neighboring TDA administration for potential options to implement to achieve the desired primary objective described above.
3. Chamber of Commerce – following similar guidance provided by the shared Executive director and consideration of their Executive Committee, also informed the TCTDA that they desired to seek a dedicated Executive Director for the Chamber of Commerce but would like to continue a relationship with the TCTDA related to the visitor center and office space.
4. County manager / Finance Officer – provided information to the TCTDA for potential structures early in this process and presented the information to County Commissioners with recommendations.
5. County Commissioners – accepted the information and recommendation from the Finance officer and County manager to consider an integration of a County Personnel plan by the TCTDA and did not support the TCTDA becoming a completely autonomous independent employer to achieve the primary objective.
6. County HR – consulted with Catapult consulting to evaluate the potential job positions and how they would be classified and integrate within the existing County Personnel plan in regards to criteria of job description, classifications, salary plan ranges and then quantitatively evaluated the personnel currently serving in those similar positions with the Chamber of Commerce related to experience, education and qualifications to determine where those specific individuals would fall within the criteria described. This information was shared with the TCTDA on December 2, 2021.
7. Facilitated individual direct conversations with all current board members continuing to serve in 2022 to keep them up to date of information we have received and the potential options available.

Current Options for all related parties to consider for a solution at this time:

COUNTY PERSONNEL PLAN

The potential structure of a full integration of the County Personnel plan by the TCTDA has been provided and is planned to be presented to the County Commissioners for consideration. The PowerPoint presentation provided by the Finance officer on December 2 provides the details of the potential structure. In addition to those details, the following specific salary levels for the existing personnel that would be considered for these positions were provided as well:

Current Job	County Job	Current Salary	County Salary /	Pay Grade	Pay Grade
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Title	Classification	+ bonus	Wage for specific individual (37.5 hour week)	Minimum	Maximum
Executive Director	Tourism Development Director	\$77,000 + \$4,000	67,529 (13,471 reduction)	55,352	85,795
Marketing Specialist	Program Specialist	\$37,000 + \$1,500	35,821 (2,679 reduction)	35,123	54,440
Outreach Specialist	Administrative Assistant	\$38,000 + \$1,500	33,813 (5,687 reduction)	31,857	49,379

The specific wages offered for all three potential employees are lower than what they are currently being paid and the board had communicated this would be a requirement to consider this structure as an option. The TCTDA board was thought the process would be that County HR would determine the wage ranges and the TCTDA board would have discretion of where the specific wages fell within those parameters. I have scheduled a meeting with Sheila to learn more about the process of quantifying the specific levels and see if there is any room for negotiation so the board can continue consideration of this plan.

We can all agree that the personnel in those current positions are extremely competent and skilled and we would not want to lose any of them and replacement versus retention would be very challenging and undesirable for all parties involved. Some of you may be able to assist with recommendations of similar situations where the County Commissioners or other departments have experienced when the parameters have prevented a competitive offering in current market conditions to attract qualified candidates and how they overcame with adjustments to the ranges or where candidates fell within the range. I am inquiring of any solutions they implemented to overcome those challenges that would be helpful for this decision for the TCTDA to continue consideration of this option.

CHAMBER PARTNERSHIP

Based on the current circumstances and the desired long-term objectives of both organizations, a restructuring of the existing arrangement with the Chamber presents several challenges of fiscal control, separations of leadership within one organization for two entities and alignment of scope of services versus specific personnel direction but as we continue to wait for the Chamber to provide information regarding the future real estate partnership, we will revisit possible solutions for a contract of services for consideration as a back up plan if the alternative options do not work out.

3rd PARTY INTEGRATION

Neighboring county structures have been referenced and some have been described as hybrid versions of the County Personnel plan integration. Some have outsourced the HR functions and the County has processed the payroll function only. Others have outsourced both functions with oversight from the County finance officer. Even though the 100% autonomous independent structure was not preferred by the County Commissioners, there still could be potential versions of this plan to allow the challenge of salary levels below current staff to be overcome. Jackson County has been referenced several times. Based on my understanding, the Executive director and the Marketing specialist salary levels exceeded a County Personnel Plan option. The County Commissioners were in favor of allowing the outsourcing of payroll and HR which allowed the Executive director and Marketing specialist to receive a salary that was competitive and above the standard county classifications. I believe continued conversations for a structure like this that is approved by the County Commissioners is still a viable option with oversight from the finance officer.

RFP NON-PROFIT

The finance officer has suggested for the TCTDA to issue an RFP to see if any other non-profit organizations are available that may be interested in providing a similar structure that exists today with the Chamber of Commerce which would require changes to the agreement but could be an option. Our main concern of exploring this option is not being aware of any non-profit organizations in our area that may meet these criteria and how it would work with a transition of the personnel filling those positions today.

INDEPENDENT CONTRACTOR

The final option that may be a consideration is utilizing independent contractor agreements. I know other TDAs have executed agreements with Directors and or support positions using an agreement and issuing a 1099 for those services provided. This is often used when there is a need for an interim director. I have reached out to Kara with the NC School of Government for more information to see if this is even an option that would be compliant with State statute and fiscal control policy but in theory it could be a simple financial process with disbursements made directly to the independent contractor and their own requirement for employment taxes, insurance and other risk and liabilities associated with being an employer. I am least familiar with this option but thought it would be worth bringing up to see what your thoughts are related to consideration.

BOTTOM LINE

- We currently have very competent personnel fulfilling the Chamber's contract for services agreement.
- We need a dedicated director and staff.
- The Chamber desires a dedicated director.
- We do not want to lose these employees over the transition process or wage reductions and do not want to have to recruit, retrain and rely on new personnel for these crucial roles for the TDA as a direct result of low wages for keeping the current staff or being competitive in recruiting new staff.
- We want to make the best long-term decision and be as cooperative as possible with the Chamber and the County.
- We want to consider all options that are available and agree upon that option with our partners, but the options we have available at this time have been limited due to parameters beyond the control of the TDA and we hope that reasonable consideration can be granted to each viable option.



Clark Lovelace <clark@brevardncchamber.org>

RECORDS Fwd: RE: follow up items (Pay Information Included)

1 message

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

Wed, Mar 30, 2022 at 3:58 PM

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

From: "Layton Parker (TCT)" <layton@explorebrevard.com>
To: Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>
Cc: Kate Hayes <kate.hayes@transylvaniacounty.org>
Date: December 10, 2021 12:19 PM
Subject: RE: follow up items (Pay Information Included)

That sounds good. I am available on the 20th for a conversation.

On December 8, 2021 5:20 PM Sheila Cozart <sheila.cozart@transylvaniacounty.org> wrote:

Hi Layton,

I would be glad to get together to discuss. Kate and my schedules are not flexible next week due to our annual employee holiday event, but I am sure we could find time on the 20,21 or 22nd depending on your availability. Why don't you send me some potential times and we will confirm which ones would work for us.

Thank you!

Best,

Sheila Cozart

Human Resources Director
101 South Broad Street
Brevard, NC, 28712
828-884-3227 -phone
828-884-3119 - fax

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Wednesday, December 8, 2021 3:40 PM
To: Kate Hayes <kate.hayes@transylvaniacounty.org>
Cc: Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>
Subject: RE: follow up items (Pay Information Included)

Thanks again Kate.

Sheila, do you mind if we do schedule a time to discuss this process since the final applicable salary ranges would fall below their current salaries even if the ranges are acceptable?

I am fairly flexible if you could arrange a call or meeting.

Thanks again,

Layton Parker

828-329-2991

On December 2, 2021 12:25 PM Kate Hayes <kate.hayes@transylvaniacounty.org> wrote:

Hi Layton,

As I mentioned on the phone, Sheila and I have calculated where each of the TCTDA individuals would be in the salary ranges we received from our consultant. I'll break out the ranges for the positions and try to explain our methodology to get to the final answer. There are a lot of competing factors and while we understand your need to be able to recruit a qualified individual, we do have to be consistent with our compensation plan to be equitable to other county employees. I know it won't be a deciding factor for everyone, but we can also talk through any questions you might have about benefits as well. If employees choose to participate in our employee health screening, there is no cost for employee only health insurance.

Corey will be in a salary grade 109. The range for that grade is \$31,857.63 - \$49,379.33 based on a 37.5 hour workweek. It requires a High School degree and 4 years of experience. Counting her degree, time with the TDA and time with SAFE as related experience, she would come in at \$33,813 (\$17.34/hour).

MJ would be in a salary grade 111. The range for that grade is \$35,123.04 - \$54,440.71 based on a 37.5 hour workweek. It requires a Bachelor's degree and 1 year of experience. Counting MJ's degree and experience with the TDA, she would come in at \$35,821.50 (\$18.37/hour).

Clark would be in a salary grade 119. The range for that grade is \$55,352.24 - \$85,795.98 as an exempt position. It requires a Bachelor's degree and 4 years of experience. We were able to count some of Clark's experience at the Oldfield, 75% of his experience at the Greystone and the entirety of his experience at the TDA for a total of 16 years of experience. This would put Clark at \$67,529.74.

Please let me know if you have questions moving forward or if you would like to set up a time to talk to Sheila or myself.

Hope you have a good weekend,

Kate

From: Layton Parker <laytonparker@gmail.com>
Sent: Wednesday, December 1, 2021 7:56 PM
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Cc: Layton Parker (TCT) <layton@explorebrevard.com>; 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

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

Thank you Jonathan!

I can tell your team has put a lot of effort in the research in the proposed policy and implementation plan if the board chooses to integrate into the county personnel plan. I appreciate you expediting getting it to us for review.

In essence of time, I think it would be best for us (Clark and me) to do a thorough review of your research and recommendations so we can accurately describe the options to the board. It will also be beneficial to integrate the missing pieces prior to that presentation and explanation as well.

In the meeting tomorrow, I will plan to let them know we received this preliminary information and hope to receive a finalized version very soon so we can present it to them for review and future decisions.

Thank you very much for so much support.

Layton

On Dec 1, 2021, at 6:17 PM, Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org> wrote:

Hi Layton,

We twiddled our thumbs most of the afternoon waiting to hear back from Naomi.

The incomplete slide is slide 8, which encompasses the ranges into which each position will be slotted.

In the notes field I summarized the sequence of events, but we got the first draft back on 10/24, did a zoom call for feedback on 10/29 and I checked with Sheila at 5 and we still haven't received the final recommendation yet. We may get them tomorrow AM before the day starts and be able to jot those in quickly.

Most slides have explanatory notes or additional context as necessary and cover the three items.

1. The employment language for the County resolution
2. Addition of job classifications, amendments to personnel plan
3. Proposal to proceed to negotiating a three year agreement
btwn County, Authority and Chamber

The rest of the attachments are the still draft job descriptions and the policies that would apply.

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Wednesday, December 1, 2021 12:09 PM
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Cc: David Gulce <David.Gulce@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

Jonathan,

I was thinking it may be best to give a general update to the board tomorrow and then follow up with the smaller pre-briefing type meetings you suggested for the following reasons:

1. Gives you more time to present a complete presentation without urgency for tomorrow
2. Sensitive information such as salary parameters would be presented to individual board members versus for the first time to current staff filling those positions
3. Immediate feedback from board members for questions, comments and then opportunity for a full board discussion at the next board meeting

If you want to provide to me and Clark for review now, that would be fine or you can finalize it and I can arrange the pre-briefing meetings following you getting the full information to us.

Thanks again for the extra effort to get the information together.

On November 30, 2021 6:34 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 Guice <David.Guice@transylvaniacounty.org>; Jalme Laughter <jalme.laughter@transylvaniacounty.org>; Shella Cozart <Shella.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

unity.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 5th
- 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 13th, 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

<TDA Slideshow pt2 - Staffing.pdf>

<County Travel Policy - v2021.pdf>

<Personnel Policy v2021.pdf>

<Transylvania County Employee Benefits FY 2022.pdf>

<Marketing Specialist Job Description_CLEAN v2.docx>

<Outreach Specialist Job Description_CLEAN v2.docx>

<Tourism Development Director Job Description_CLEAN v2.docx>



Clark Lovelace <clark@brevardncchamber.org>

RECORDS Fwd: Slide 9

1 message

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

Wed, Mar 30, 2022 at 4:00 PM

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

From: "Layton Parker (TCT)" <layton@explorebrevard.com>
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Date: December 10, 2021 12:32 PM
Subject: Slide 9

Good afternoon Jonathan,
quick question for the presentation. I know you used the Board of Elections as a benchmark regarding the County compensation for handling the full payroll function. Can you elaborate more about how that would look more specifically for the TDA? I had a question about that from a board member and wanted to accurately describe it but also realize a final number will come later after everything is finalized and approved.
Thank you,
Layton

On December 2, 2021 1:59 PM Jonathan Griffin <Jonathan.griffin@transylvaniacounty.org> wrote:

Hi Layton,

I believe Kate may have already discussed this with you but I heard from her that we had final numbers, so I've updated the packet accordingly. This will be the same information that will go on the agenda for Board of Commissioners consideration.

Jonathan Griffin
Finance Director
Transylvania County
p: 828-884-1931
m: 828-556-1564

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Sent: Wednesday, December 1, 2021 7:56 PM
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Finance Director

Transylvania County

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2. Sensitive information such as salary parameters would be presented to individual board members versus for the first time to current staff filling those positions
3. Immediate feedback from board members for questions, comments and then opportunity for a full board discussion at the next board meeting

If you want to provide to me and Clark for review now, that would be fine or you can finalize it and I can arrange the pre-briefing meetings following you getting the full information to us.

Thanks again for the extra effort to get the information together.

On November 30, 2021 6:34 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.Coziert@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 Guice <David.Guice@transylvaniacounty.org>; Jaime Laughter <jalme.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 Gulce <David.Gulce@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

unity.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 5th
- 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 13th, 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

<TDA Slideshow pt2 - Staffing.pdf>

<County Travel Policy - v2021.pdf>

<Personnel Policy v2021.pdf>

<Transylvania County Employee Benefits FY 2022.pdf>

<Marketing Specialist Job Description_CLEAN v2.docx>

<Outreach Specialist Job Description_CLEAN v2.docx>

<Tourism Development Director Job Description_CLEAN v2.docx>



Clark Lovelace <clark@brevardncchamber.org>

Fwd: RE: follow up items

1 message

Fri, Dec 10, 2021 at 12:29 PM

Layton Parker <layton@explorebrevard.com>

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

To: clark <clark@explorebrevard.com>, Dee Dee Perkins <dd@explorebrevard.com>, libby <libby@explorebrevard.com>, tad <ali@explorebrevard.com>, mike <jessica@explorebrevard.com>, mac <mac@explorebrevard.com>, grant <grant@explorebrevard.com>, aaron <david@explorebrevard.com>

Here is the presentation Jonathan provided to us and is planning to present a version to the County Commissioners on Monday.

I wanted you to have access to the information as well.

Have a good weekend,

Layton

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

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

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

Hi Layton,

I believe Kate may have already discussed this with you but I heard from her that we had final numbers, so I've updated the packet accordingly. This will be the same information that will go on the agenda for Board of Commissioners consideration.

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564



TDA Slideshow pt2 - Staffing v-12-2-21.pdf
255K



TRANSYLVANIA
— **COUNTY** —
NORTH CAROLINA

COUNTY GOVERNMENT & THE TOURISM DEVELOPMENT AUTHORITY

12/02/2021

Quick Recap

- ❑ **TCTDA is a legally independent entity subject to the oversight and will of the Board of Commissioners**
- ❑ **Based on August 23rd, 2021 decision – staff are working with the County Attorney on updates to the language of the County resolution**
- ❑ **Board of Commissioners determined that the Authority could choose between Plan A (a County staffing model) or Plan B (Board oversees work of a nonprofit agency)**
 - **The County Commissioners are not supportive of independent staffing policies for the Authority.**
- ❑ **Rewrites to Resolution will be consistent with the options previously endorsed by the Board of Commissioners.**

During this process, the County Attorney has determined a more significant re-write of the County resolution is necessary:

1.) The Tourism Authority resolution was drafted initially in 1986, and the environment of local government law has changed significantly since that time.

Importantly – the County appears to have erred by establishing a Tourism Authority in the 80's – the first two occupancy tax statutes for Transylvania County did not authorize the creation of the TCTDA.

2.) The resolution was drafted back when the Board of County Commissioners still had spending authority over occupancy tax dollars – it wasn't until 2005 that the TDA was able to authorize expenditures on its own. This relationship should have been updated and spelled out more significantly at that point to clarify responsibilities.

3.) The current statutes place more restrictions on the relationship between the County and the Authority than the current documents address, ex; the Authority can adopt rules of procedures for its meetings, but is not explicitly authorized to adopt other documents, so nearly all the content of the by-laws document is beyond the Tourism Authority's jurisdiction, as required by law. The statute limits the Authority to decision making on its meeting procedures and its fiscal control act powers.

After S.L. 2005-88, the Authority Board of Directors became one of the only appointed entities for the County where the appointees are at risk of exposing themselves to criminal and civil liability – 159-181 of the fiscal control act outlines violations of the act are a misdemeanor, with a fine of up to \$1,000 and a civil liability of any expenditures inappropriately authorized.

What the Commissioners can choose to control:

Other Counties have defined the following in their resolutions:

- ☐ Compensation for Tourism Board of Directors
- ☐ Number of members (and appointing authority)
- ☐ Length of terms (longer or shorter as needed)
- ☐ Levels of authority over personnel, contracting
- ☐ Require use of County ledger (ex: County accounting software)
- ☐ Requiring reporting standards (types of revenue/expense reports)
- ☐ Requiring submission/review of TDA budget ordinance to Commission prior to adoption
- ☐ Aligning selection of attorneys/legal representation

While the Tourism Authority is a public authority under the fiscal control act, and specifically empowered to carry out budgetary duties independent of the County, the legal separation is less distinct elsewhere.

More generally, the Board of Directors are exclusively accountable to the County Commissioners – the Commissioners has the option under statute to pay the Board of Directors for the work they perform carrying out the Authority's affairs and may remove directors without cause.

“Two Hats” 159-25

- ❑ **County finance officer must be:**
 - ❑ **159-25a1 – Responsible for the accounting**
 - ❑ **159-25a2 – Responsible for disbursements**
 - ❑ **159-25a3 – Responsible for filing financial reports**
 - ❑ **159-25a4 – Responsibility for and supervision of cash handling**
 - ❑ **159-25a6 – Responsibility for investment and custody of idle funds**
 - ❑ **159-28 – Role in budgetary accounting (the pre-audit)**

- ❑ **S.L. 2005-88 requires that the County Finance Officer undertake these duties.**

These duties cannot be outsourced and extend, as discussed previously, to extend to subsidiary entities. The County Finance Officer, per statute, would be responsible for 159-25 duties even if the Tourism Authority were a completely independent entity of the County and all financial activity was handled outside of the County Finance Office.

The intent of the statute is to enhance Commissioner oversight over Tourism Authorities by placing County staff across all entities accountable to the County Commissioners.

Part One: Resolution Updates for “Plan A”

3

- ❑ The County will amend the “resolution establishing the Transylvania County Tourism Development Authority” to specify that the TCTDA may request that County staff serve the TCTDA board, pursuant to county policies.
- ❑ Creation of 3 positions, job descriptions in compliance with County policy
- ❑ Resolution will be written for the future - “Plan A” always an option

Members may serve no more than two consecutive terms. The members shall elect a chair, who shall serve for a term of two years. The Authority shall meet at the call of the chair and shall adopt rules of procedure to govern its meetings. The finance officer for Buncombe County shall be the ex officio finance officer of the Authority.

(b) The Tourism Development Authority may contract with any person, firm, or agency to advise and assist it in the promotion of travel, tourism, and conventions and may recommend to the board of county commissioners that county staff be employed for this advice and assistance. Any county staff employed under this Part shall be hired and supervised by the Tourism Development Authority, which shall pay the salaries and expenses of this staff.

Resolution language for “Plan A” will match the authorizing language for the Buncombe County Tourism Development Authority:

Proposed language (still being reviewed by attorneys)

PERSONNEL: The Authority may, in its discretion, recommend to the Board of County Commissioners that county staff be employed for the purpose of advising it in its duties related to promoting tourism in Transylvania County,

1. The Authority’s ability to fire is subject to the limitations of federal and state laws and regulations, constitutional limitations and the Transylvania County Personnel Policy.
2. The Authority’s ability to compensate or provide benefits is subject to the Transylvania County Personnel Policy and determinations made by the County Human Resources Department.
3. The Authority may employ up to three full time equivalent positions, as calculated by the County Human Resources department. The classification and description of these positions shall be determined by the Board of County Commissioners. Any change in the number of positions overseen by the Authority shall occur only with prior approval of the Board of County Commissioners.

Part Two: “Plan A” – the Policies

- **Provided is a copy of**
 - **The County Personnel Policy (without modifications to add Tourism – just imagine that Tourism will show up wherever you see Soil & water and Elections)**
 - **A copy of the County Travel Policy**
 - **A benefit summary for the County’s benefits**

For amendments to the TDA Budget, the following will be employer-side costs necessary to implement “Plan A”

Average Share of Health/Dental Insurance Policy is \$12,500 per year for BlueCross

BlueShield Health per FTE

12% of gross wages required to be remitted to LGERS (pension system)

Average \$20 for assorted insurance policies

Assume an approximate \$60,000 will need to be spent on employee benefits for 3 FTE on top of gross salaries/wages for County policies.

Many exemptions to federal labor laws exist for small private businesses, but explicitly apply to governments without regard to size – for example while small businesses are exempted from the health insurance requirements of the Affordable Care Act, small governments are not.

Part Two: Catapult Analysis

- The County was able to identify a consultant to help us with this.
 - Catapult did a market study of the pay ranges (providing a recommended midpoint)
 - The County will present the following grades and ranges to the BOCC at its next meeting.
 - The County did request some changes to be made to the initial drafts, which included a reduction in necessary experience for some positions (ex: changing a 7 to 10 years of relevant experience required to a more standard 5 years)

Some of the experience and education requirements initially suggested would have been unfair to potential applicants.

Part Two: Ranges

- **Positions, grades and ranges that will go to the County Commissioners on 12/13**

Title/Classification	Grade / Workweek	Minimum	Maximum
Tourism Development Director	119 – FLSA Exempt	\$55,352	\$85,795
Class: Program Specialist Functional Title: Marketing Specialist	111	\$35,123	\$54,440
Class: Administrative Asst. Functional Title: Outreach Specialist	109	\$31,857	\$49,379

Rec'd 12/2 at 12:42 PM

Part Two – Salary Offers

- ❑ The County Human Resources Department will assist by calculating a salary offer consistent with the compensation plan adopted by the Board of Commissioners
- ❑ The hiring range is a factor of the minimum of a given range, plus an allowance for education and experience above the minimum for a position.
 - ❑ In this case, if the position required a Bachelor's degree and four years of experience – an individual would need a Bachelor's degree and five years of experience to go above the minimum pay grade
 - ❑ Education and experience are calculated on a 1 to 1 ratio (Ex. An Associate's degree would equal 2 years of experience)

If the Board of Directors would like to discuss specific salary offers that can be made for staff pursuant to the County policy, a closed session is necessary.

“(c) Calling a Closed Session. – A public body may hold a closed session only upon a motion duly made and adopted at an open meeting. Every motion to close a meeting shall cite one or more of the permissible purposes listed in subsection (a) of this section. A motion based on subdivision (a)(1) of this section shall also state the name or citation of the law that renders the information to be discussed privileged or confidential. A motion based on subdivision (a)(3) of this section shall identify the parties in each existing lawsuit concerning which the public body expects to receive advice during the closed session”

The legal motion wording would be “motion to enter into closed session, pursuant to North Carolina General Statute 143 – 318.1, section A, Part 6 for the purposes of evaluating conditions of initial employment for a prospective public officer or employee”.

As noted previously, the prior closed session for the Tourism Authority Board in February 2021 was not done in compliance with North Carolina procedures. For the closed session procedure to be correct, the following items need to happen:

- The wording of the motion to enter into closed session has to be correct
- The wording of the motion in the minutes needs to match
- Minutes have to be taken and released as soon as the purpose has been satisfied (in this case, an amended 12/2 meeting minutes would need to be published with the closed session discussion included as soon as the TDA Board has decided Plan A or Plan B)

Part Two – County Cost

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- ❑ The County is currently under contract to determine an indirect cost of the Tourism Authority's financial operations under the current relationship
 - ❑ If A is selected, the County will invoice for \$122,326 monthly for the first fiscal year:
 - ❑ If B is selected, the County will begin invoicing about \$30,000 of indirect costs for the current financial management.
 - The County's in progress cost allocation plan will include a payables/services/insurance only calculation – likely in the neighborhood of \$30,000 (the indirect cost of financials for Transylvania County Schools).

\$122,326 is the current indirect cost of the Transylvania County Board of Elections, another quasi-independent agency with three FTE that has exclusive oversight of its staff. We would adjust the \$122,326 once we had been able to submit a staffed TDA through the cost allocation process.

\$30,000 is the roughly calculated indirect costs of Transylvania County Schools, which has a similar financial relationship with the County (more money, fewer transactions, than TDA)

The 'cost allocation' process is a federal grantmaking calculation where you pro-rate various expenses (e.g. a payroll technicians gross salary is pro-rated across departments based on the proportional number of direct deposits/payroll checks, the Human Resources Director is pro-rated based off of FTE count across departments, the Purchasing Officer is allocated based on the number of purchase orders). This is a federal calculation the County is required to contract out annually by its mandatory participation in the DSS system.

Part Three: Interlocal Agreement

- ❑ Staff will recommend to the County Commissioners to begin negotiating a three-year Interlocal agreement between Authority, County, Chamber.
- ❑ The Tourism Authority likely cannot contract longer than one year.
 - ❑ NC GS 159-28 requires that sufficient resources are available prior to incurring an obligation – In this case, because the Authority does not control its receipts, it cannot guarantee that it has resources after 6/30.
 - ❑ If not enough \$\$\$ to pay out a contract over term – NC GS 159-181 applies
 - ❑ This is like how Transylvania County Schools can only enter multi-year contracts with Board of Commissioners approval
- ❑ Recommendation will be that the three part agreement will cover:
 - ❑ Real estate for administrative purposes
 - ❑ Real estate and operational costs for the visitor's center
 - ❑ Commitment to ensure there are sufficient resources for the agreement

Plan “B”

12

❑ **Recommendation to Layton on 11/8**

- ❑ **Sample RFQ document to solicit proposals for a nonprofit partner agency for support services. RFQ document included a similar scope of work to the current Chamber contract.**
- ❑ **A future contract with another agency will need to be a similar interlocal agreement with the County Commissioners approval (multiple years)**

Plan “B”

11

- ▣ RFQ format would allow the Board of Directors to assess organizations for their capacity to assist the Board in carrying out its fiduciary duties to expend occupancy tax resources.
- ▣ Negotiations will be necessary to ensure that the relationship doesn't have any of the issues that have previously been identified with the Chamber contract. The TDA cannot gain a controlling interest in an organization under “Plan B”.

Conclusion

14

- Questions?
- Comments?
- Follow up research items?



Clark Lovelace <clark@brevardncchamber.org>

RECORDS Fwd: TCTDA Staffing restructuring options as of December 10, 2021

1 message

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

Wed, Mar 30, 2022 at 4:00 PM

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

From: "Layton Parker (TCT)" <layton@explorebrevard.com>
To: Jaime Laughter <jaime.laughter@transylvaniacounty.org>, Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Cc: David Guice <David.Guice@transylvaniacounty.org>, Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>, Kate Hayes <kate.hayes@transylvaniacounty.org>, "jason.chappell@transylvaniacounty.org" <jason.chappell@transylvaniacounty.org>
Date: December 10, 2021 12:45 PM
Subject: TCTDA Staffing restructuring options as of December 10, 2021

TDA Staffing Structure Options

As of December 10, 2021

Thank you again for everyone's time and effort through this process. I am sure some of you hate seeing my long, extensive emails but I find it best to have more details than less, especially when referencing them later when it is hard to remember where we were at that time. Feel free to correct any information that I am incorrectly providing below.

The intent of this email is to comprehensively describe the current status of options for consideration by the Transylvania County Tourism Development Authority (TCTDA) to continue discussions for a viable option for a structure to provide staffing and HR functions for the TCTDA with the **primary objective of providing a dedicated Executive Director of the TCTDA, an Outreach specialist and a Marketing Specialist to assist the Board of Directors with fulfillment of the function and mission of the TCTDA.**

Quick Recap of steps taken to date:

(intended to be a brief summary of steps and does not provide a full comprehensive history)

1. January 2020 - Feedback from the existing shared director of the Chamber of Commerce / TDA during an annual retreat and planning session regarding how the existing structure was not effective nor sustainable long term due to substantial growth in occupancy tax collection, desired sustainability efforts to protect our County resources impacted by tourism, strategic planning Tourism related initiatives and the simple concept that one director cannot effectively serve the needs of both the TDA and Chamber of Commerce.
2. Research and Conversations with the Chamber of Commerce administration, Transylvania County administration (Commissioners, Finance Officer, County Manager, HR administration), NC School of Government, Legal Counsel, Tourism Industry Consultants and neighboring TDA administration for potential options to implement to achieve the desired primary objective described above.
3. Chamber of Commerce – following similar guidance provided by the shared Executive director and consideration of their Executive Committee, also informed the TCTDA that they desired to seek a dedicated Executive Director for the Chamber of Commerce but would like to continue a relationship with the TCTDA related to the visitor center and office space.
4. County manager / Finance Officer – provided information to the TCTDA for potential structures early in this process and presented the information to County Commissioners with recommendations.
5. County Commissioners – accepted the information and recommendation from the Finance officer and County manager to consider an integration of a County Personnel plan by the TCTDA and did not support the TCTDA becoming a completely autonomous independent employer to achieve the primary objective.

6. County HR – consulted with Catapult consulting to evaluate the potential job positions and how they would be classified and integrate within the existing County Personnel plan in regards to criteria of job description, classifications, salary plan ranges and then quantitatively evaluated the personnel currently serving in those similar positions with the Chamber of Commerce related to experience, education and qualifications to determine where those specific individuals would fall within the criteria described. This information was shared with the TCTDA on December 2, 2021.
7. Following receipt of County personnel plan details this week, I facilitated individual direct conversations with all current board members continuing to serve in 2022 to keep them up to date of information we have received and the potential options available.

Current Options for all related parties to consider for a solution at this time:

COUNTY PERSONNEL PLAN

The potential structure of a full integration of the County Personnel plan by the TCTDA has been provided and is planned to be presented to the County Commissioners for consideration. The PowerPoint presentation provided by the Finance officer on December 2 provides the details of the potential structure. In addition to those details, the following specific salary levels for the existing personnel that would be considered for these positions were provided as well:

Current Job Title	County Job Classification	Current Salary + bonus	County Salary / Wage for specific Individual (37.5 hour week)	Pay Grade Minimum	Pay Grade Maximum
Executive Director	Tourism Development Director	\$77,000 + \$3,650	67,529 (13,121 reduction)	55,352	85,795
Marketing Specialist	Program Specialist	\$37,000 + \$1,500	35,821 (2,679 reduction)	35,123	54,440
Outreach Specialist	Administrative Assistant	\$38,000 + \$1,500	33,813 (5,687 reduction)	31,857	49,379

The specific wages offered for all three potential employees are lower than what they are currently being paid and the board had communicated this would be a requirement to consider this structure as an option. The TCTDA board thought the process would be that County HR would determine the wage ranges and the TCTDA board would have discretion of where the specific wages fell within those parameters. I have scheduled a meeting with Sheila on December 20th to learn more about the process of quantifying the specific levels and see if there is any room for negotiation so the board can continue consideration of this plan.

We can all agree that the personnel in those current positions are extremely competent and skilled and we would not want to lose any of them and replacement particularly with lower wage offerings versus retention would be very challenging and undesirable for all parties involved. Some of you may be able to assist with recommendations of similar situations where the County Commissioners or other departments have experienced when the parameters have prevented a competitive offering in current market conditions to attract qualified candidates and how they overcame with adjustments to the ranges or where candidates fell within the range. I am inquiring of any solutions they implemented to overcome those challenges that would be helpful for this decision for the TCTDA to continue consideration of this option.

CHAMBER PARTNERSHIP

Previous conversations have revealed that neither organization prefer revising a new version of an agreement for staffing and the Chamber has officially notified the TCTDA that they prefer to seek their own director. Based on the current circumstances and the desired long-term objectives of both organizations, a restructuring of the existing arrangement with the Chamber presents several challenges of fiscal control, separations of leadership within one organization for two entities and alignment of scope of services versus specific personnel direction but as we continue to wait for the Chamber to provide information regarding the

future real estate partnership, we will revisit possible solutions for a contract of services for consideration as a back up plan if the alternative options do not work out.

RFP NON-PROFIT

The finance officer has suggested for the TCTDA to issue an RFP to see if any other non-profit organizations are available that may be interested in providing a similar structure that exists today with the Chamber of Commerce which would require changes to the existing agreement due to fiscal control violations, but could be an option. Our main concern of exploring this option is not being aware of any non-profit organizations in our area that may meet these criteria and how it would work with a transition of the personnel filling those positions today.

3rd PARTY INTEGRATION

Neighboring county structures have been referenced and some have been described as hybrid versions of the County Personnel plan integration. Some have outsourced the HR functions and the County has processed the payroll function only. Others have outsourced both functions with oversight from the County finance officer. Even though the 100% autonomous independent structure was not preferred by the County Commissioners, there still could be potential versions of this plan to allow the challenge of salary levels below current staff to be overcome. Jackson County has been referenced several times. Based on my understanding, the JCTDA had a similar situation where their County personnel plan prevented them from maintaining a competitive wage for their existing Director in current market conditions and the job responsibilities that required the JCTDA to explore options for restructuring. The County Commissioners were in favor of allowing the outsourcing of payroll and HR which allowed the Executive director and Marketing specialist to receive a salary that was competitive and above the standard county classifications. I believe continued conversations for a structure like this that is approved by the County Commissioners is still a viable option with oversight from the finance officer.

INDEPENDENT CONTRACTOR

The final option that may be a consideration is utilizing independent contractor agreements. I know other TDAs have executed agreements with Directors and or support positions using an agreement and issuing a 1099 for those services provided. This is often used when there is a need for an Interim director. I have reached out to Kara with the NC School of Government for more information to see if this is even an option that would be compliant with State statute and fiscal control policy but in theory it could be a simple financial process with disbursements made directly to the independent contractor and their own requirement for employment taxes, Insurance and other risk and liabilities associated with being an employer. I am least familiar with this option but thought it would be worth bringing up to see what your thoughts are related to consideration.

BOTTOM LINE

- We currently have very competent personnel fulfilling the Chamber's contract for services agreement.
- We need a dedicated director and staff.
- The Chamber desires a dedicated director.
- We do not want to lose these employees over the transition process or wage reductions and do not want to have to recruit, retrain and rely on new personnel for these crucial roles for the TDA as a direct result of low wages for keeping the current staff or being competitive in recruiting new staff.
- We want to make the best long-term decision and be as cooperative as possible with the Chamber and the County.
- We want to consider all options that are available and agree upon that option with our partners, but the options we have available at this time have been limited due to parameters beyond the control of the TDA and we hope that reasonable consideration can be granted to each viable option.

On December 8, 2021 9:10 AM Jaime Laughter <jaime.laughter@transylvaniacounty.org> wrote:

Layton,

Thank you for the feedback. The BOC will need to consider adding the positions and the classifications into our existing public employment system. The presentation will have the broad pay ranges and classifications so that commissioners know what they are approving, but will not include how each employee falls in the pay range based on qualifications. We do know that the existing employee salaries fall within those ranges so the knowledge of the actual coming in less on this option would be up to when you speak with them individually. We certainly understand

the sensitivity there and staff will not be presenting anything specific to individuals, but rather as if these were just new positions being added into the county system that would then be advertised for hiring.

As TCT discusses their recommendation between the two structures, let us know if you need additional information!

Jaime

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Tuesday, December 7, 2021 12:10 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>; Clark <clark@explorebrevard.com>
Subject: RE: follow up items

Thank you for the updated information Kate and Jonathan,

I realize the presentation to the Commissioners would still be for preliminary consideration and the information would then be finalized as a proposal to the TDA board to consider a full integration with the County Personnel plan. The primary concern of the TDA board as communicated in the past for this plan's consideration was a reduction of salary for the existing personnel serving in the similar job positions with the Chamber of Commerce that would potentially transition to the TDA board employment through the County plan would make this option not viable.

As we all know, following the analysis and feedback from Catapult and the process of fitting the new job descriptions in the County personnel plan through the HR department, the proposed salary levels are below the existing levels received by those potential employees and would create extremely challenging recruitment for the current Chamber employees or other possible candidates. Our board can continue conversations with Sheila and her department for full information regarding salary and benefits, but in the meantime we are concerned about these possible compensation levels being presented at the Commissioners meeting and revealed to those staff members before the board is able to continue the consideration of this option.

We would prefer that the information being presented to the County Commissioners to provide an overview of how the integration would work and other details but not disclose the actual salary ranges and classifications at this time by removing slide 8 due to sensitivity and reaction when the existing employees in those similar positions see a pay reduction and reclassification of their job descriptions prior to this being an approved option to implement.

We are planning to present the information during the pre-briefing meetings to individual board members over the next 3-4 weeks for consideration and our discussion on January 6th. Per

Jonathan's recommendation, we are also continuing consideration for a back up plan if this option is likely not to be approved by the board.

Thank you for your continued assistance and understanding of the sensitivity of the process and presentation of information.

Layton

On December 2, 2021 1:59 PM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Hi Layton,

I believe Kate may have already discussed this with you but I heard from her that we had final numbers, so I've updated the packet accordingly. This will be the same information that will go on the agenda for Board of Commissioners consideration.

Jonathan Griffin
Finance Director
Transylvania County
p: 828-884-1931
m: 828-556-1564

From: Layton Parker <laytonparker@gmail.com>
Sent: Wednesday, December 1, 2021 7:56 PM
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Cc: Layton Parker (TCT) <layton@explorebrevard.com>; 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

Thank you Jonathan!

I can tell your team has put a lot of effort in the research in the proposed policy and implementation plan if the board chooses to integrate into the county personnel plan. I appreciate you expediting getting it to us for review.

In essence of time, I think it would be best for us (Clark and me) to do a thorough review of your research and recommendations so we can accurately describe the options to the board. It will also be beneficial to integrate the missing pieces prior to that presentation and explanation as well.

In the meeting tomorrow, I will plan to let them know we received this preliminary information and hope to receive a finalized version very soon so we can present it to them for review and future decisions.

Thank you very much for so much support.

Layton

On Dec 1, 2021, at 6:17 PM, Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org> wrote:

Hi Layton,

We twiddled our thumbs most of the afternoon waiting to hear back from Naomi.

The incomplete slide is slide 8, which encompasses the ranges into which each position will be slotted.

In the notes field I summarized the sequence of events, but we got the first draft back on 10/24, did a zoom call for feedback on 10/29 and I checked with Sheila at 5 and we still haven't received the final recommendation yet. We may get them tomorrow AM before the day starts and be able to jot those in quickly.

Most slides have explanatory notes or additional context as necessary and cover the three items.

1. The employment language for the County resolution
2. Addition of job classifications, amendments to personnel plan
3. Proposal to proceed to negotiating a three year agreement btwn County, Authority and Chamber

The rest of the attachments are the still draft job descriptions and the policies that would apply.

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Wednesday, December 1, 2021 12:09 PM
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Cc: David Guice <David.Guice@transylvaniacounty.org>; Jaime Laughter <jaime.laughter@transylvaniacounty.org>; Sheila Cozart <Sheila.Coziert@transylvaniacounty.org>; Kate Hayes <kate.hayes@transylvaniacounty.org>; clark <clark@explorebrevard.com>
Subject: RE: follow up items

Jonathan,

I was thinking it may be best to give a general update to the board tomorrow and then follow up with the smaller pre-briefing type meetings you suggested for the following reasons:

1. Gives you more time to present a complete presentation without urgency for tomorrow
2. Sensitive information such as salary parameters would be presented to individual board members versus for the first time to current staff filling those positions
3. Immediate feedback from board members for questions, comments and then opportunity for a full board discussion at the next board meeting

If you want to provide to me and Clark for review now, that would be fine or you can finalize it and I can arrange the pre-briefing meetings following you getting the full information to us.

Thanks again for the extra effort to get the information together.

On November 30, 2021 6:34 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>; Shella Cozart <Shella.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 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

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 Gulce <David.Gulce@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

unity.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 5th
- 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 13th, 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

<TDA Slideshow pt2 - Staffing.pdf>

<County Travel Policy - v2021.pdf>

<Personnel Policy v2021.pdf>

<Transylvania County Employee Benefits FY 2022.pdf>

<Marketing Specialist Job Description_CLEAN v2.docx>

<Outreach Specialist Job Description_CLEAN v2.docx>

<Tourism Development Director Job Description_CLEAN v2.docx>



Clark Lovelace <clark@brevardncchamber.org>

Chamber on TCTDA Board

1 message

Clark Lovelace <clark@brevardncchamber.org>

Fri, Dec 10, 2021 at 4:03 PM

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

I just spoke with Jonathan. Attached is the new law. It is intended to reduce corruption and it states that if any public official (that includes TCTDA board members) also serves on a nonprofit board that has a contractual relationship with the public official's organization/board, then various challenging protocols arise, including not speaking during any conversation on anything related to the contract, completing a report for any occurrence when anything related to the contract is discussed, etc. Since most business of the TCTDA is related to the contract, that would essentially mean everything. So, I left his office with the understanding that the chamber could no longer have an appointment on the TCTDA board. Then it dawned on me that unlike usual, the appointee (Jessica) isn't on the chamber board. I turned around and went back just a few minutes later and mentioned that to Jonathan and asked if that situation appropriately worked around the new law. He stated that it did. So, as long as the appointee is not a current board member, then things are kosher.

Let me know if you'd like Jessica to serve again and/or if you'd like me to reach out to her.

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

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

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

Date: Fri, Dec 10, 2021 at 3:40 PM

Subject:

To: Clark Lovelace (clark@brevardncchamber.org) <clark@brevardncchamber.org>

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

6/1/22, 2:53 PM

Brevard/Transylvania Chamber of Commerce Mail - Chamber on TCTDA Board

 **S473v5.pdf**
140K

**GENERAL ASSEMBLY OF NORTH CAROLINA
SESSION 2021**

**SESSION LAW 2021-191
SENATE BILL 473**

AN ACT TO ENHANCE THE INDEPENDENCE OF THE ANNUAL AUDIT OF UNITS OF LOCAL GOVERNMENT PREVIOUSLY THE SUBJECT OF AN AUDIT BY THE STATE AUDITOR, TO REQUIRE GARNISHMENT OF CERTAIN MONIES OWED TO AN ELECTED OFFICIAL OF A UNIT OF LOCAL GOVERNMENT IN CERTAIN INSTANCES, TO PROVIDE IT IS A CRIME FOR AN ELECTED OFFICIAL TO MISUSE THE ELECTED OFFICE FOR PERSONAL FINANCIAL GAIN, AND TO PROVIDE THAT A PUBLIC OFFICER ALSO SERVING ON A NONPROFIT BOARD SHALL NOT ENGAGE IN SELF-DEALING WITH REGARD TO AWARD OF PUBLIC AGENCY CONTRACTS TO THAT NONPROFIT.

The General Assembly of North Carolina enacts:

SECTION 1.(a) G.S. 147-64.6(c)(14) reads as rewritten:

"(14) The Auditor shall notify the General Assembly, the Governor, the Chief Executive Officer of each agency audited, and other persons as the Auditor deems appropriate that an audit report has been published, its subject and title, and the locations, including State libraries, at which the report is available. The Auditor shall then distribute copies of the report only to those who request a report. The copies shall be in written or electronic form, as requested. He The Auditor shall also file a copy of the audit report in the Auditor's office, which will be a permanent public record. In addition, the Auditor may publish on his or her Web site any reports from audits of State agencies not directly conducted by the Auditor. If the report is the result of an investigation of a unit of local government subject to Article 3 of Chapter 159 of the General Statutes, the Auditor shall notify the Local Government Commission that a report has been published with respect to that unit of local government. Nothing in this subsection shall be construed as authorizing or permitting the publication of information whose disclosure is otherwise prohibited by law."

SECTION 1.(b) G.S. 159-34 is amended by adding a new subsection to read:

"(d) Notwithstanding the requirement that the auditor is selected by and reports directly to the governing board in subsection (a) of this section, the Commission may require the governing board of a local government or public authority that has been the subject of an investigative audit with findings by the State Auditor, upon receipt of the investigative audit report in accordance with G.S. 147-64.6(c)(14), to select the certified public accountant to conduct the annual audit required by this section from a list of three certified public accountants provided by the Commission. The Commission may instruct the Secretary to issue a request for proposals when selecting a certified public accountant under this subsection. Upon exercise of this authority granted by this subsection, the certified public accountant shall report directly to the Commission and governing board, shall comply with all rules of the Commission, and shall be paid by the governing board. The Commission may exercise the authority granted by this subsection for up to three fiscal years after the release of the investigative report with findings by the State Auditor."



SECTION 1.(c) This section is effective when it becomes law and applies to any investigative audit issued by the State Auditor on or after that date. The Local Government Commission, in its discretion, may use the authority established by G.S. 159-34(d), as enacted by this act, with respect to any unit of local government that has been the subject of an investigative audit by the State Auditor on or after July 1, 2018.

SECTION 2.(a) G.S. 153A-28 reads as rewritten:

"§ 153A-28. Compensation of board of commissioners.

(a) The board of commissioners may fix the compensation and allowances of the ~~chairman-chair~~ and other members of the board by inclusion of the compensation and allowances in and adoption of the budget ordinance. In addition, if the ~~chairman-chair~~ or any other member of the board becomes a full-time county official, pursuant to G.S. 153A-81 or 153A-84, ~~his-the~~ compensation and allowances may be adjusted at any time during ~~his-that person's~~ service as a full-time official, for the duration of that service.

(b) In addition to any other enforcement available, the finance officer of the county shall garnish compensation paid under this section to any chair or other board member to collect any unpaid monies due to the county for county services until such debt is paid in full using the procedure for attachment and garnishment set forth in G.S. 105-368 as if unpaid monies due to the county for county services were delinquent taxes and that finance officer were the tax collector. The provision of G.S. 105-368(a) that limits the amount of compensation that may be garnished to not more than ten percent (10%) for any one pay period shall not apply to this subsection."

SECTION 2.(b) G.S. 160A-64.1 reads as rewritten:

"§ 160A-64.1. Withholding compensation; money judgment against council member.

(a) In addition to any other enforcement available, the finance officer of a city that obtains a final judgment awarding monetary damages against an elected or appointed member of the city council, either individually or jointly, may enforce that final judgment using any of the remedies set forth in G.S. 105-366(b) or the procedure for attachment and garnishment set forth in G.S. 105-368 as if final judgment awarding monetary damages were delinquent taxes and that finance officer were the tax collector.

(b) In addition to any other enforcement available, the finance officer of the city shall garnish compensation paid under G.S. 160A-64 to any mayor or council member to collect any unpaid monies due to the city for city services until such debt is paid in full using the procedure for attachment and garnishment set forth in G.S. 105-368 as if unpaid monies due to the city for city services were delinquent taxes and that finance officer were the tax collector.

(c) The provision of G.S. 105-368(a) that limits the amount of compensation that may be garnished to not more than ten percent (10%) for any one pay period shall not apply to this section."

SECTION 2.(c) This section is effective when it becomes law and applies to any compensation paid in accordance with G.S. 153A-28 or G.S. 160A-64 on or after that date.

SECTION 3.(a) Article 31 of Chapter 14 of the General Statutes is amended by adding a new section to read:

"§ 14-234.2. Public officers or employees financially benefiting from public position.

(a) No elected officer of a political subdivision of this State shall solicit or receive personal financial gain from the political subdivision of this State for which that elected officer serves by means of intimidation, undue influence, or misuse of the employees of that political subdivision of this State.

(b) This section shall not apply to financial gain received from a political subdivision of this State for acting in the elected official's official capacity or financial gain received with the approval of the governing board of the political subdivision of this State for which that elected officer serves.

(c) Violation of this section shall be a Class H felony."

SECTION 3.(b) This section becomes effective January 1, 2022, and applies to offenses committed on or after that date.

SECTION 4.(a) Article 31 of Chapter 14 of the General Statutes is amended by adding a new section to read:

"§ 14-234.3. Local public officials participating in contracts benefiting nonprofits with which associated.

(a) No public official shall knowingly participate in making or administering a contract, including the award of money in the form of a grant, loan, or other appropriation, with any nonprofit with which that public official is associated. The public official shall record his or her recusal with the clerk to the board, and once recorded, the political subdivision of this State may enter into or administer the contract.

(b) Anyone knowingly violating this section shall be guilty of a Class 1 misdemeanor. The exceptions listed in G.S. 14-234(b) and (d1) through (d5) shall apply to this section.

(c) A contract entered into in violation of this section is void. A contract that is void under this section may continue in effect until an alternative can be arranged when (i) an immediate termination would result in harm to the public health or welfare and (ii) the continuation is approved as provided in this subsection. A political subdivision of this State that is a party to the contract may request approval from the chair of the Local Government Commission to continue contracts under this subsection.

(d) For purposes of this section, the following definitions shall apply:

(1) Nonprofit with which that public official is associated. – A nonprofit corporation, organization, or association, incorporated or otherwise, that is organized or operating in the State primarily for religious, charitable, scientific, literary, public health and safety, or educational purposes and of which the public official is a director, officer, or governing board member, excluding any board, entity, or other organization created by this State or by any political subdivision of this State.

(2) Participate in making or administering a contract. – Any of the following actions by a public official:

a. Deliberating or voting on the contract.

b. Attempting to influence any other person who is deliberating or voting on the contract.

c. Soliciting or receiving any gift, favor, reward, service, or promise of reward, including a promise of future employment, in exchange for recommending, influencing, or attempting to influence the award of a contract by the political subdivision of the State with the not-for-profit with which that public official is associated.

(3) Public official. – Any individual who is elected or appointed to serve on a governing board of a political subdivision of this State. The term shall not include an employee or independent contractor of that political subdivision of this State."

SECTION 4.(b) This section becomes effective January 1, 2022, and applies to offenses committed on or after that date.

SECTION 5. Except as otherwise provided, this act is effective when it becomes law.
In the General Assembly read three times and ratified this the 30th day of November, 2021.

s/ Phil Berger
President Pro Tempore of the Senate

s/ Tim Moore
Speaker of the House of Representatives

s/ Roy Cooper
Governor

Approved 9:45 a.m. this 9th day of December, 2021



Clark Lovelace <clark@brevardncchamber.org>

Fwd: Chamber on TCTDA Board

1 message

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

Fri, Dec 10, 2021 at 4:03 PM

FYI.

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



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

From: **Clark Lovelace** <clark@brevardncchamber.org>
Date: Fri, Dec 10, 2021 at 4:03 PM
Subject: Chamber on TCTDA Board
To: Angela Owen <angela@truventure.com>, Jeff Joyce <joycej@brevard.edu>

I just spoke with Jonathan. Attached is the new law. It is intended to reduce corruption and it states that if any public official (that includes TCTDA board members) also serves on a nonprofit board that has a contractual relationship with the public official's organization/board, then various challenging protocols arise, including not speaking during any conversation on anything related to the contract, completing a report for any occurrence when anything related to the contract is discussed, etc. Since most business of the TCTDA is related to the contract, that would essentially mean everything. So, I left his office with the understanding that the chamber could no longer have an appointment on the TCTDA board. Then it dawned on me that unlike usual, the appointee (Jessica) isn't on the chamber board. I turned around and went back just a few minutes later and mentioned that to Jonathan and asked if that situation appropriately worked around the new law. He stated that it did. So, as long as the appointee is not a current board member, then things are kosher.

Let me know if you'd like Jessica to serve again and/or if you'd like me to reach out to her.

Clark E. Lovelace
Executive Director
Brevard/Transylvania Chamber of Commerce
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Chamber: 828-883-3700, brevardncchamber.org
TCTDA: 828-884-8900 / 800-648-4523, explorebrevard.com



5/20/22, 4:33 PM

Brevard/Transylvania Chamber of Commerce Mail - Fwd: Chamber on TCTDA Board

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

From: **Jonathan Griffin** <Jonathan.Griffin@transylvaniacounty.org>

Date: Fri, Dec 10, 2021 at 3:40 PM

Subject:

To: **Clark Lovelace** (clark@brevardncchamber.org) <clark@brevardncchamber.org>

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564

 **S473v5.pdf**
140K

**GENERAL ASSEMBLY OF NORTH CAROLINA
SESSION 2021**

**SESSION LAW 2021-191
SENATE BILL 473**

AN ACT TO ENHANCE THE INDEPENDENCE OF THE ANNUAL AUDIT OF UNITS OF LOCAL GOVERNMENT PREVIOUSLY THE SUBJECT OF AN AUDIT BY THE STATE AUDITOR, TO REQUIRE GARNISHMENT OF CERTAIN MONIES OWED TO AN ELECTED OFFICIAL OF A UNIT OF LOCAL GOVERNMENT IN CERTAIN INSTANCES, TO PROVIDE IT IS A CRIME FOR AN ELECTED OFFICIAL TO MISUSE THE ELECTED OFFICE FOR PERSONAL FINANCIAL GAIN, AND TO PROVIDE THAT A PUBLIC OFFICER ALSO SERVING ON A NONPROFIT BOARD SHALL NOT ENGAGE IN SELF-DEALING WITH REGARD TO AWARD OF PUBLIC AGENCY CONTRACTS TO THAT NONPROFIT.

The General Assembly of North Carolina enacts:

SECTION 1.(a) G.S. 147-64.6(c)(14) reads as rewritten:

"(14) The Auditor shall notify the General Assembly, the Governor, the Chief Executive Officer of each agency audited, and other persons as the Auditor deems appropriate that an audit report has been published, its subject and title, and the locations, including State libraries, at which the report is available. The Auditor shall then distribute copies of the report only to those who request a report. The copies shall be in written or electronic form, as requested. He The Auditor shall also file a copy of the audit report in the Auditor's office, which will be a permanent public record. In addition, the Auditor may publish on his or her Web site any reports from audits of State agencies not directly conducted by the Auditor. If the report is the result of an investigation of a unit of local government subject to Article 3 of Chapter 159 of the General Statutes, the Auditor shall notify the Local Government Commission that a report has been published with respect to that unit of local government. Nothing in this subsection shall be construed as authorizing or permitting the publication of information whose disclosure is otherwise prohibited by law."

SECTION 1.(b) G.S. 159-34 is amended by adding a new subsection to read:

"(d) Notwithstanding the requirement that the auditor is selected by and reports directly to the governing board in subsection (a) of this section, the Commission may require the governing board of a local government or public authority that has been the subject of an investigative audit with findings by the State Auditor, upon receipt of the investigative audit report in accordance with G.S. 147-64.6(c)(14), to select the certified public accountant to conduct the annual audit required by this section from a list of three certified public accountants provided by the Commission. The Commission may instruct the Secretary to issue a request for proposals when selecting a certified public accountant under this subsection. Upon exercise of this authority granted by this subsection, the certified public accountant shall report directly to the Commission and governing board, shall comply with all rules of the Commission, and shall be paid by the governing board. The Commission may exercise the authority granted by this subsection for up to three fiscal years after the release of the investigative report with findings by the State Auditor."



SECTION 1.(c) This section is effective when it becomes law and applies to any investigative audit issued by the State Auditor on or after that date. The Local Government Commission, in its discretion, may use the authority established by G.S. 159-34(d), as enacted by this act, with respect to any unit of local government that has been the subject of an investigative audit by the State Auditor on or after July 1, 2018.

SECTION 2.(a) G.S. 153A-28 reads as rewritten:

"§ 153A-28. Compensation of board of commissioners.

(a) The board of commissioners may fix the compensation and allowances of the ~~chairman-chair~~ and other members of the board by inclusion of the compensation and allowances in and adoption of the budget ordinance. In addition, if the ~~chairman-chair~~ or any other member of the board becomes a full-time county official, pursuant to G.S. 153A-81 or 153A-84, ~~his-the~~ compensation and allowances may be adjusted at any time during ~~his-that~~ person's service as a full-time official, for the duration of that service.

(b) In addition to any other enforcement available, the finance officer of the county shall garnish compensation paid under this section to any chair or other board member to collect any unpaid monies due to the county for county services until such debt is paid in full using the procedure for attachment and garnishment set forth in G.S. 105-368 as if unpaid monies due to the county for county services were delinquent taxes and that finance officer were the tax collector. The provision of G.S. 105-368(a) that limits the amount of compensation that may be garnished to not more than ten percent (10%) for any one pay period shall not apply to this subsection."

SECTION 2.(b) G.S. 160A-64.1 reads as rewritten:

"§ 160A-64.1. Withholding compensation; money judgment against council member.

(a) In addition to any other enforcement available, the finance officer of a city that obtains a final judgment awarding monetary damages against an elected or appointed member of the city council, either individually or jointly, may enforce that final judgment using any of the remedies set forth in G.S. 105-366(b) or the procedure for attachment and garnishment set forth in G.S. 105-368 as if final judgment awarding monetary damages were delinquent taxes and that finance officer were the tax collector.

(b) In addition to any other enforcement available, the finance officer of the city shall garnish compensation paid under G.S. 160A-64 to any mayor or council member to collect any unpaid monies due to the city for city services until such debt is paid in full using the procedure for attachment and garnishment set forth in G.S. 105-368 as if unpaid monies due to the city for city services were delinquent taxes and that finance officer were the tax collector.

(c) The provision of G.S. 105-368(a) that limits the amount of compensation that may be garnished to not more than ten percent (10%) for any one pay period shall not apply to this section."

SECTION 2.(c) This section is effective when it becomes law and applies to any compensation paid in accordance with G.S. 153A-28 or G.S. 160A-64 on or after that date.

SECTION 3.(a) Article 31 of Chapter 14 of the General Statutes is amended by adding a new section to read:

"§ 14-234.2. Public officers or employees financially benefiting from public position.

(a) No elected officer of a political subdivision of this State shall solicit or receive personal financial gain from the political subdivision of this State for which that elected officer serves by means of intimidation, undue influence, or misuse of the employees of that political subdivision of this State.

(b) This section shall not apply to financial gain received from a political subdivision of this State for acting in the elected official's official capacity or financial gain received with the approval of the governing board of the political subdivision of this State for which that elected officer serves.

(c) Violation of this section shall be a Class H felony."

SECTION 3.(b) This section becomes effective January 1, 2022, and applies to offenses committed on or after that date.

SECTION 4.(a) Article 31 of Chapter 14 of the General Statutes is amended by adding a new section to read:

"§ 14-234.3. Local public officials participating in contracts benefiting nonprofits with which associated.

(a) No public official shall knowingly participate in making or administering a contract including the award of money in the form of a grant, loan, or other appropriation, with any nonprofit with which that public official is associated. The public official shall record his or her recusal with the clerk to the board, and once recorded, the political subdivision of this State may enter into or administer the contract.

(b) Anyone knowingly violating this section shall be guilty of a Class 1 misdemeanor. The exceptions listed in G.S. 14-234(b) and (d1) through (d5) shall apply to this section.

(c) A contract entered into in violation of this section is void. A contract that is void under this section may continue in effect until an alternative can be arranged when (i) an immediate termination would result in harm to the public health or welfare and (ii) the continuation is approved as provided in this subsection. A political subdivision of this State that is a party to the contract may request approval from the chair of the Local Government Commission to continue contracts under this subsection.

(d) For purposes of this section, the following definitions shall apply:

(1) Nonprofit with which that public official is associated. – A nonprofit corporation, organization, or association, incorporated or otherwise, that is organized or operating in the State primarily for religious, charitable, scientific, literary, public health and safety, or educational purposes and of which the public official is a director, officer, or governing board member, excluding any board, entity, or other organization created by this State or by any political subdivision of this State.

(2) Participate in making or administering a contract. – Any of the following actions by a public official:

a. Deliberating or voting on the contract.

b. Attempting to influence any other person who is deliberating or voting on the contract.

c. Soliciting or receiving any gift, favor, reward, service, or promise of reward, including a promise of future employment, in exchange for recommending, influencing, or attempting to influence the award of a contract by the political subdivision of the State with the not-for-profit with which that public official is associated.

(3) Public official. – Any individual who is elected or appointed to serve on a governing board of a political subdivision of this State. The term shall not include an employee or independent contractor of that political subdivision of this State."

SECTION 4.(b) This section becomes effective January 1, 2022, and applies to offenses committed on or after that date.

SECTION 5. Except as otherwise provided, this act is effective when it becomes law.
In the General Assembly read three times and ratified this the 30th day of November, 2021.

s/ Phil Berger
President Pro Tempore of the Senate

s/ Tim Moore
Speaker of the House of Representatives

s/ Roy Cooper
Governor

Approved 9:45 a.m. this 9th day of December, 2021



Clark Lovelace <clark@brevardncchamber.org>

Re: Chamber on TCTDA Board

1 message

Layton Parker <laytonparker@gmail.com>

Fri, Dec 10, 2021 at 4:18 PM

To: Clark Lovelace <clark@brevardncchamber.org>

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

Thank you for the update. I would respond and tell her yes, we would like Jessica to continue to serve if possible.

Layton

On Dec 10, 2021, at 4:04 PM, Clark Lovelace <clark@brevardncchamber.org> wrote:

FYI.

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

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

From: Clark Lovelace <clark@brevardncchamber.org>

Date: Fri, Dec 10, 2021 at 4:03 PM

Subject: Chamber on TCTDA Board

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

I just spoke with Jonathan. Attached is the new law. It is intended to reduce corruption and it states that if any public official (that includes TCTDA board members) also serves on a nonprofit board that has a contractual relationship with the public official's organization/board, then various challenging protocols arise, including not speaking during any conversation on anything related to the contract, completing a report for any occurrence when anything related to the contract is discussed, etc. Since most business of the TCTDA is related to the contract, that would essentially mean everything. So, I left his office with the understanding that the chamber could no longer have an appointment on the TCTDA board. Then it dawned on me that unlike usual, the appointee (Jessica) isn't on the chamber board. I turned around and went back just a few minutes later and mentioned that to Jonathan and asked if that situation appropriately worked around the new law. He stated that it did. So, as long as the appointee is not a current board member, then things are kosher.

Let me know if you'd like Jessica to serve again and/or if you'd like me to reach out to her.

Clark E. Lovelace

Executive Director

Brevard/Transylvania Chamber of Commerce

Transylvania County Tourism Development Authority

5/20/22, 4:34 PM

Brevard/Transylvania Chamber of Commerce Mail - Re: Chamber on TCTDA Board

175 East Main St., Brevard NC, 28712

Chamber: 828-883-3700, brevardncchamber.org

TCTDA: 828-884-8900 / 800-848-4523, explorebrevard.com



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

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

Date: Fri, Dec 10, 2021 at 3:40 PM

Subject:

To: Clark Lovelace (clark@brevardncchamber.org) <clark@brevardncchamber.org>

Jonathan Griffin

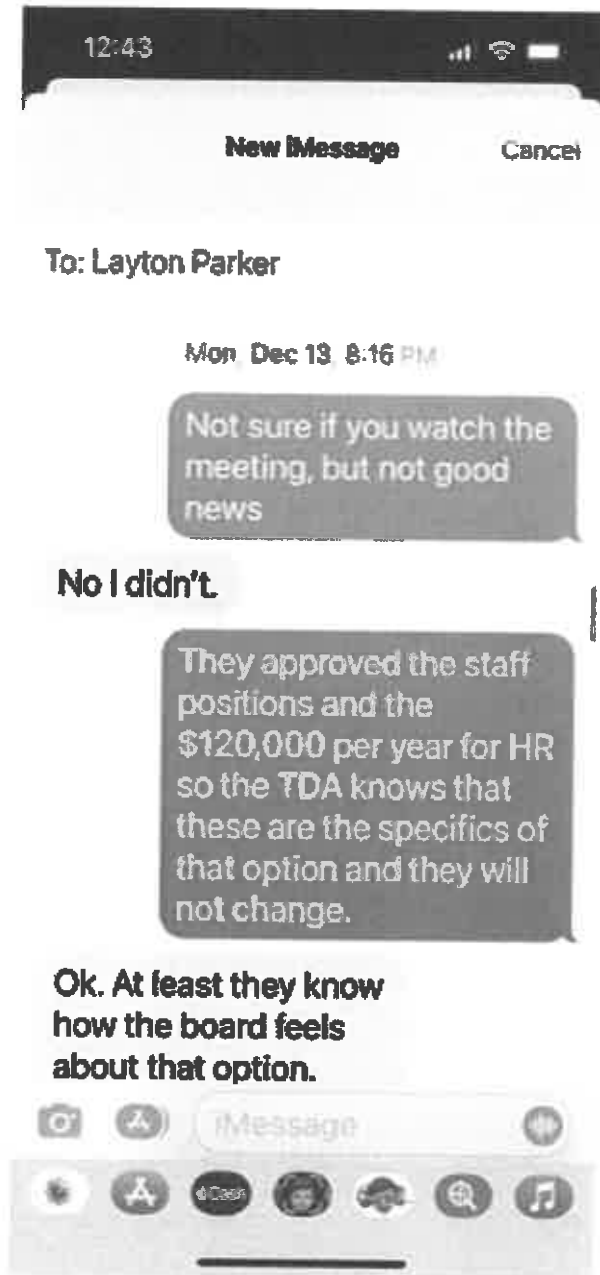
Finance Director

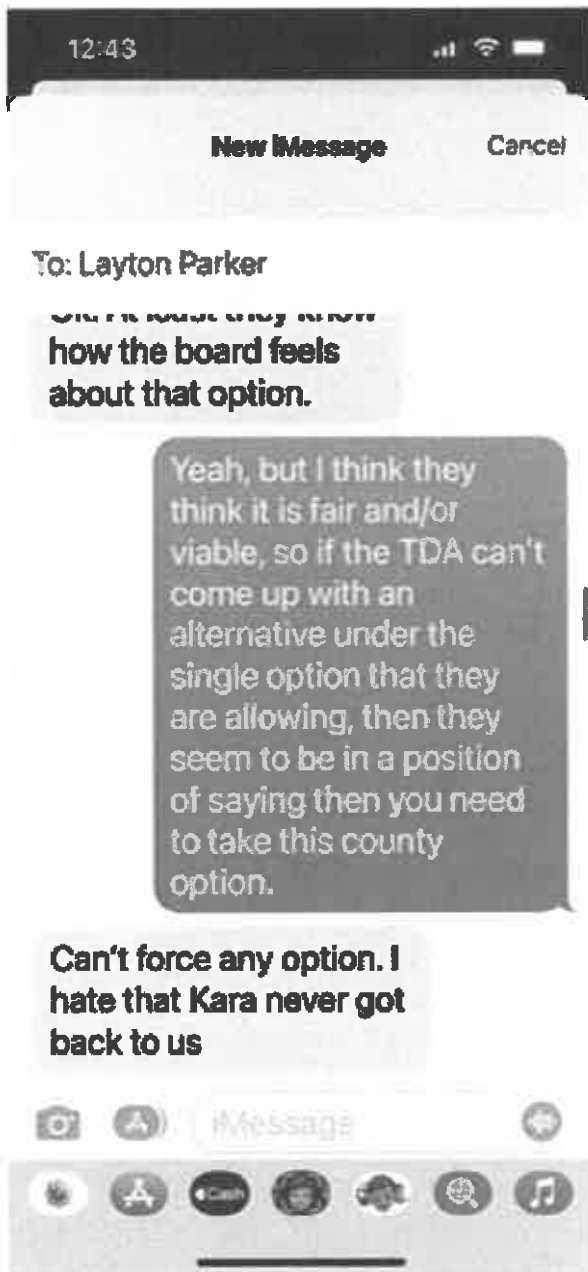
Transylvania County

p: 828-884-1931

m: 828-556-1564

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12/13, 8:16PM
Continued



Clark Lovelace <clark@brevardncchamber.org>

Info sent to county

1 message

Clark Lovelace <clark@brevardncchamber.org>

Mon, Dec 13, 2021 at 8:41 AM

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

You sent the email to the county on Friday, right? I didn't see a bcc or forward so I wanted to be sure. I did see the one where you shared the presentation with the board. Let me know. 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**



Clark Lovelace <clark@brevardncchamber.org>

Re: Chamber on TCTDA Board

1 message

Clark Lovelace <clark@brevardncchamber.org>

Mon, Dec 13, 2021 at 8:47 AM

To: Layton Parker <laytonparker@gmail.com>

I have communicated that to Jeff and Angela.

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

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From: **Clark Lovelace** <clark@brevardncchamber.org>

Date: Fri, Dec 10, 2021 at 4:03 PM

Subject: Chamber on TCTDA Board

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

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Clark E. Lovelace

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

From: **Jonathan Griffin** <Jonathan.Griffin@transylvaniacounty.org>

Date: Fri, Dec 10, 2021 at 3:40 PM

Subject:

To: **Clark Lovelace** (clark@brevardncchamber.org) <clark@brevardncchamber.org>

Jonathan Griffin

Finance Director

Transylvania County

p: 828-884-1931

m: 828-556-1564



Clark Lovelace <clark@brevardncchamber.org>

Re: Info sent to county

1 message

Layton Parker <laytonparker@gmail.com>

To: Clark Lovelace <clark@brevardncchamber.org>

Mon, Dec 13, 2021 at 8:54 AM

I did and added Jason

Layton

On Dec 13, 2021, at 8:42 AM, Clark Lovelace <clark@brevardncchamber.org> wrote:

You sent the email to the county on Friday, right? I didn't see a bcc or forward so I wanted to be sure. I did see the one where you shared the presentation with the board. Let me know. 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**



Clark Lovelace <clark@brevardncchamber.org>

Re: Chamber Appointment to TCT

1 message

Clark Lovelace <clark@brevardncchamber.org>

Mon, Dec 13, 2021 at 9:34 PM

To: "Joyce, Jeff" <joycej@brevard.edu>

I watched the meeting and saw that. I knew nothing about it. It was counter to my conversation with Jonathan and to the best of my knowledge done with no discussion with the TCTDA chair or board. That was not in the presentation Jonathan shared with the TCTDA board.

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 / 800-848-4523, explorebrevard.com

On Mon, Dec 13, 2021 at 8:16 PM Joyce, Jeff <joycej@brevard.edu> wrote:

Clark:

Hope you are well. I was at the Commissioners meeting tonight and staff mentioned in their report that the Chamber appointment was being replaced with a representative from Rosman. Can you confirm?

Jeff

—

Jeff Joyce

Director of Development

Alumni Affairs & Development

t: 828.841.0170

BREVARD COLLEGE
BREVARD, NORTH CAROLINA

Brevard College is committed to an experiential liberal arts education that encourages personal growth and inspires artistic, intellectual, and social action.



Clark Lovelace <clark@brevardncchamber.org>

Re: Chamber Appointment to TCT

1 message

Layton Parker <laytonparker@gmail.com>

Mon, Dec 13, 2021 at 10:05 PM

To: Clark Lovelace <clark@brevardncchamber.org>

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

Knew nothing about it other than the comments you had mentioned about what they told the Chamber. Very interested to see how they handle the disqualification of Isaac Allen as serving as the interested individual versus an accommodation owner but that's a different topic.

Layton

On Dec 13, 2021, at 9:39 PM, Clark Lovelace <clark@brevardncchamber.org> wrote:

Per my exchange with Jeff, Jonathan recommended changing the chamber appointment to a Rosman appointment. Here is a link to the meeting. It's at the 2 hr 27 minute mark. I assume you were not aware based on your recommendation to me of Jessica staying as the chamber appointment.

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

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

From: **Clark Lovelace** <clark@brevardncchamber.org>

Date: Mon, Dec 13, 2021 at 9:34 PM

Subject: Re: Chamber Appointment to TCT

To: Joyce, Jeff <joycej@brevard.edu>

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Clark E. Lovelace

Executive Director

Brevard/Transylvania Chamber of Commerce

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Jeff Joyce
Director of Development
Alumni Affairs & Development
t: 828.641.0170

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BREVARD, NORTH CAROLINA

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Clark Lovelace <clark@brevardncchamber.org>

RECORDS Fwd: RE: follow up Items (Pay Information Included)

1 message

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

Wed, Mar 30, 2022 at 4:01 PM

Original Message

From: "Layton Parker (TCT)" <layton@explorebrevard.com>
To: Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>
Cc: Kate Hayes <kate.hayes@transylvaniacounty.org>
Date: December 14, 2021 10:40 AM
Subject: RE: follow up Items (Pay Information Included)

Sure, no problem.

On December 14, 2021 8:35 AM Sheila Cozart <sheila.cozart@transylvaniacounty.org> wrote:

Hi Layton,

I have had something come up that I had incorrectly on my calendar. Would you be available at 2 on that afternoon?

Sorry about my confusion.

Thanks,

Sheila Cozart

Human Resources Director

101 South Broad Street

Brevard, NC, 28712

828-884-3227 -phone

828-884-3119 - fax

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Monday, December 13, 2021 3:37 PM
To: Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>
Cc: Kate Hayes <kate.hayes@transylvaniacounty.org>
Subject: RE: follow up items (Pay Information Included)

Sure, meeting at County Admin works fine for me.

Layton

On December 13, 2021 2:28 PM Sheila Cozart <sheila.cozart@transylvaniacounty.org> wrote:

Hi Layton,

Since we are all available, could we plan on 10 am on the 20th? Would you like to come to County Administration or is there another better location?

Thank you,

Sheila Cozart

Human Resources Director

101 South Broad Street

Brevard, NC, 28712

828-884-3227 -phone

828-884-3119 - fax

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

Sent: Friday, December 10, 2021 12:20 PM

To: Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>

Cc: Kate Hayes <kate.hayes@transylvaniacounty.org>

Subject: RE: follow up Items (Pay Information Included)

That sounds good. I am available on the 20th for a conversation.

On December 8, 2021 5:20 PM Sheila Cozart <sheila.cozart@transylvaniacounty.org> wrote:

Hi Layton,

I would be glad to get together to discuss. Kate and my schedules are not flexible next week due to our annual employee holiday event, but I am sure we could find time on the 20,21 or 22nd depending on your availability. Why don't you send me some potential times and we will confirm which ones would work for us.

Thank you!

Best,

Sheila Cozart

Human Resources Director

101 South Broad Street

Brevard, NC, 28712

828-884-3227 -phone

828-884-3119 - fax

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Wednesday, December 8, 2021 3:40 PM
To: Kate Hayes <kate.hayes@transylvaniacounty.org>
Cc: Shella Cozart <Shella.Cozart@transylvaniacounty.org>
Subject: RE: follow up Items (Pay Information Included)

Thanks again Kate.

Shella, do you mind if we do schedule a time to discuss this process since the final applicable salary ranges would fall below their current salaries even if the ranges are acceptable?

I am fairly flexible if you could arrange a call or meeting.

Thanks again,

Layton Parker

828-329-2991

On December 2, 2021 12:25 PM Kate Hayes <kate.hayes@transylvaniacounty.org> wrote:

Hi Layton,

As I mentioned on the phone, Shella and I have calculated where each of the TCTDA individuals would be in the salary ranges we received from our consultant. I'll break out the ranges for the positions and try to explain our methodology to get to the final answer. There are a lot of competing factors and while we understand your need to be able to recruit a qualified individual, we do have to be consistent with our compensation plan to be equitable to other county employees. I know it won't be a deciding factor for everyone, but we can also talk through any questions you might have about benefits as well. If employees choose to participate in our employee health screening, there is no cost for employee only health insurance.

Corey will be in a salary grade 109. The range for that grade is \$31,857.63 - \$49,379.33 based on a 37.5 hour workweek. It requires a High School degree and 4 years of experience. Counting her degree, time with the TDA and time with SAFE as related experience, she would come in at \$33,813 (\$17.34/hour).

MJ would be in a salary grade 111. The range for that grade is \$35,123.04 - \$54,440.71 based on a 37.5 hour workweek. It requires a Bachelor's degree and 1 year of experience. Counting MJ's degree and experience with the TDA, she would come in at \$35,821.50 (\$18.37/hour).

Clark would be in a salary grade 119. The range for that grade is \$55,352.24 - \$85,795.98 as an exempt position. It requires a Bachelor's degree and 4 years of experience. We were able to count some of Clark's experience at the Oldfield, 75% of his experience at the Greystone and the entirety of his experience at the TDA for a total of 16 years of experience. This would put Clark at \$67,529.74.

Please let me know if you have questions moving forward or if you would like to set up a time to talk to Sheila or myself.

Hope you have a good weekend,

Kate

From: Layton Parker <laytonparker@gmail.com>
Sent: Wednesday, December 1, 2021 7:56 PM
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Cc: Layton Parker (TCT) <layton@explorebrevard.com>; David Gulce <David.Gulce@transylvaniacounty.org>; Jaime Laughter <jaimelaughter@transylvaniacounty.org>; Sheila Cozart <Sheila.Cozart@transylvaniacounty.org>; Kate Hayes <kate.hayes@transylvaniacounty.org>; clark <clark@explorebrevard.com>
Subject: Re: follow up items

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

Thank you Jonathan!

I can tell your team has put a lot of effort in the research in the proposed policy and implementation plan if the board chooses to integrate into the county personnel plan. I appreciate you expediting getting it to us for review.

In essence of time, I think it would be best for us (Clark and me) to do a thorough review of your research and recommendations so we can accurately describe the options to the board. It will also be beneficial to integrate the missing pieces prior to that presentation and explanation as well.

In the meeting tomorrow, I will plan to let them know we received this preliminary information and hope to receive a finalized version very soon so we can present it to them for review and future decisions.

Thank you very much for so much support.

Layton

On Dec 1, 2021, at 6:17 PM, Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org> wrote:

Hi Layton,

We twiddled our thumbs most of the afternoon waiting to hear back from Naomi.

The incomplete slide is slide 8, which encompasses the ranges into which each position will be slotted.

In the notes field I summarized the sequence of events, but we got the first draft back on 10/24, did a zoom call for feedback on 10/29

and I checked with Shella at 5 and we still haven't received the final recommendation yet. We may get them tomorrow AM before the day starts and be able to jot those in quickly.

Most slides have explanatory notes or additional context as necessary and cover the three items.

1. The employment language for the County resolution
2. Addition of job classifications, amendments to personnel plan
3. Proposal to proceed to negotiating a three year agreement btwn County, Authority and Chamber

The rest of the attachments are the still draft job descriptions and the policies that would apply.

Jonathan Griffin
Finance Director
Transylvania County
p: 828-884-1931
m: 828-558-1564

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Wednesday, December 1, 2021 12:09 PM
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Cc: David Gulce <David.Gulce@transylvaniacounty.org>; Jalme Laughter <jalme.laughter@transylvaniacounty.org>; Shella Cozart <Shella.Cozart@transylvaniacounty.org>; Kate Hayes <kate.hayes@transylvaniacounty.org>; clark <clark@explorebrevard.com>
Subject: RE: follow up items

Jonathan,

I was thinking it may be best to give a general update to the board tomorrow and then follow up with the smaller pre-briefing type meetings you suggested for the following reasons:

1. Gives you more time to present a complete presentation without urgency for tomorrow
2. Sensitive information such as salary parameters would be presented to individual board members versus for the first time to current staff filling those positions
3. Immediate feedback from board members for questions, comments and then opportunity for a full board discussion at the next board meeting

If you want to provide to me and Clark for review now, that would be fine or you can finalize it and I can arrange the pre-briefing meetings following you getting the full information to us.

Thanks again for the extra effort to get the information together.

On November 30, 2021 8:34 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

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Transylvania County

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

Thanks for the follow up and directing them to Kate.

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- 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.

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Finance Director

Transylvania County

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m: 828-556-1564

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<Shella.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

unity.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 5th
- 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 13th, 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

<TDA Slideshow pt2 - Staffing.pdf>

<County Travel Policy - v2021.pdf>

<Personnel Policy v2021.pdf>

<Transylvania County Employee Benefits FY 2022.pdf>

<Marketing Specialist Job Description_CLEAN v2.docx>

<Outreach Specialist Job Description_CLEAN v2.docx>

<Tourism Development Director Job Description_CLEAN v2.docx>



Clark Lovelace <clark@brevardnecchamber.org>

Fwd: RE: Slide 9

1 message

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

Thu, Dec 16, 2021 at 11:57 AM

FYI

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

From: Layton Parker <layton@explorebrevard.com>
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Date: December 16, 2021 11:11 AM
Subject: RE: Slide 9

I am also flexible today until 3 pm if you would prefer that.

On December 16, 2021 11:10 AM Layton Parker (TCT) <layton@explorebrevard.com> wrote:

I could do anytime Monday before my meeting with Sheila at 2. I could also Tuesday morning before noon and could do anytime on Thursday. Traveling Tuesday afternoon and Wednesday. Thanks for flexibility.

On December 16, 2021 11:02 AM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Sure, just let me know what you'd like to do and I'll make sure I block out the time.

Jonathan Griffin
Finance Director
Transylvania County
p: 828-884-1931
m: 828-556-1564

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Wednesday, December 15, 2021 11:45 AM
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Subject: RE: Slide 9

Either is fine with me. I am out of the office on Friday, but could probably do other times before the meeting. Or we can schedule for next week following the meeting with HR.

On December 15, 2021 11:21 AM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Hi Layton,

We need to touch base and discuss the new County resolution, and I can give you a copy of the OMB calculation for the Board of Elections at that time. Do you want to do it before or after your planned meeting with HR on the 20th or earlier or later?

Jonathan Griffin
Finance Director
Transylvania County
p: 828-884-1931
m: 828-556-1564

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Friday, December 10, 2021 12:48 PM
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Subject: Re: Slide 9

Sounds good, lets touch base after the meeting next week.

On December 10, 2021 12:38 PM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Hi Layton, the cost allocation covers more than payroll. I will be describing it in full detail at the BOCC meeting with the full calculations as part of the presentation. I keep a copy of the document on my desk so I had just planned on holding it up and pointing at it during TDA.

Be happy to sit down on phone or in person after BOCC to discuss further if you'd like.

Get Outlook for Android

From: Layton Parker (TCT) <layton@explorebrevard.com>
Sent: Friday, December 10, 2021 12:32:34 PM
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Subject: Slide 9

Good afternoon Jonathan,

quick question for the presentation. I know you used the Board of Elections as a benchmark regarding the County compensation for handling the full payroll function. Can you elaborate more about how that would look more specifically for the TDA? I had a question about that from a board member and wanted to accurately describe it but also realize a final number will come later after everything is finalized and approved.

Thank you,

Layton

On December 2, 2021 1:59 PM Jonathan Griffin <jonathan.griffin@transylvaniacounty.org> wrote:

Hi Layton,

I believe Kate may have already discussed this with you but I heard from her that we had final numbers, so I've updated the packet accordingly. This will be the same information that will go on the agenda for Board of Commissioners consideration.

Jonathan Griffin
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Sent: Wednesday, November 10, 2021 3:45 PM
To: Jonathan Griffin <Jonathan.Griffin@transylvaniacounty.org>
Cc: David Gulce <David.Gulce@transylvaniacounty.org>; Jaime Laughter <jaimelaughter@transylvaniacounty.org>; Shella Cozart <Shella.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

unity.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 5th
- 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 13th, 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: 828-556-1584

<TDA Slideshow pt2 - Staffing.pdf>
<County Travel Policy - v2021.pdf>
<Personnel Policy v2021.pdf>
<Transylvania County Employee Benefits FY 2022.pdf>
<Marketing Specialist Job Description_CLEAN v2.docx>
<Outreach Specialist Job Description_CLEAN v2.docx>
<Tourism Development Director Job Description_CLEAN v2.docx>