



**Haywood County Tourism Development Authority
Board of Directors Meeting**

Bethea Welcome Center, Lake Junaluska

Date: August 24th, 2022

Time: 9:00AM

AGENDA

- I. Call to Order – Chairman Corbin**
- II. Introductions – Welcome new TDA Board Member Jeff Hillis, Buffalo Creek Vacations**
- III. Adjustment of Agenda**
- IV. Public Comment Session (12 minutes total, limit 3 minutes per person)**
- V. Board Comments**
- VI. Consent Agenda**
 - a. Request Approval of TDA Board Minutes – June 30th, 2022
 - b. Request Approval of Budget Amendment for Wayfinding Signage Phase 1&2 in the amount of \$55,516 to be allocated from 3% Fund Balance
 - c. Request approval of Budget Amendment for FY 21/22 Year End
 - d. Request Approval of Revisions to Social Media Policy
 - e. Request Approval of Revisions to Internal Controls
 - f. Request Approval of Revisions to Employee Manual
- VII. Administrative/Committee Reports**
 - a. 3%, 1% Occupancy Tax, Occupancy Tax by Category & Gross Sales Reports – David Francis
 - b. Occupancy Tax Historical Report – David Francis
 - c. July STR & AirDNA Reports – Ben Wilder
- VIII. New Business – Chairman Corbin**
 - a. Request Approval of Proposal for Services from Chris Cavanaugh of Magellan Strategy in the amount of \$8,400
 - b. Request Approval of New Credit Card Policy – Lynn Collins



**Haywood County Tourism Development Authority
Board of Directors Meeting**

Bethea Welcome Center, Lake Junaluska

Date: August 24th, 2022

Time: 9:00AM

c. Presentation of HCTDA Annual Plan – TDA Staff

IX. Staff Updates

a. Update on Strategic Destination Plan

b. Update Board Profile Sheets

c. Update on Elk Fest

d. Next Regularly Scheduled TDA Board Meeting – September 28th

X. Adjournment

XI. 10 Minute Media Communication Schedule

HCTDA Board Meeting Minutes
June 30th, 2022
Bethea Welcome Center, Lake Junaluska

Members Present: David Francis, Jim Owens, Gail Mull, Kristian Owen, Colleen Davis, Kelsie Baker, Chris Corbin, Tammy Wight, Mike Huber

Members Absent: Dr. Shelley White, Jon Feichter, Kirk Kirkpatrick, Twinkle Patel, Laurie SoJourneyer

Chairman Chris Corbin called the HCTDA Board meeting to order at 9:02 AM.

Introductions

Adjustment of Agenda

- Chairman Corbin stated that we would move New Business after Board Comments to get approval for the grant recommendations.

Public Comment Session

Board Comments

- Chairman Corbin recognized Nathan Clark for his accomplishments and wished him well in his move to Georgia – there will be a ceremony for him July 15th 3-5 at the Maggie Valley Pavilion and everyone is invited.

New Business

- Request approval of Amendment of Waynesville 1% Grant Recommendations submitted by Waynesville 1% Subcommittee to transfer \$3,750 from the TOW Christmas Decorations to DWAC in order to fully fund the website in the amount of \$7,500.
 - Mike Huber made a motion to approve.
 - Tammy Wight seconded the motion.
 - Motion passed unanimously.
- Request approval of Clyde 1% Grant Recommendation by 1% Subcommittee to go ahead and fund the fence project at Lynn's Park in the amount of \$9,000.
 - Colleen Davis made a motion to approve the request.
 - Mike Huber seconded the motion.
 - Motion passed unanimously.
- Request approval for OTPF recommendations submitted by the OTPF committee.
- Town of Canton – Chestnut Mountain Park Visitor Center - \$0 recommended by OTPF Committee.
 - Gail Mull abstained.

- Tammy Wight made a motion to approve.
 - Jim Owens seconded the motion.
 - Motion passed unanimously.
- Town of Clyde – Trail System at HCC - \$66,088 recommended by OTPF Committee
 - Jim Owens made a motion to approve.
 - Tammy Wight seconded the motion.
 - Motion passed unanimously.
- Lake Junaluska Assembly – Outdoor Recreation Area - \$0 recommended by OTPF Committee.
 - Mike Huber abstained.
 - Tammy Wight made a motion to approve.
 - Colleen Davis seconded the motion.
 - Motion passed unanimously.
- Lake Junaluska Assembly – Stuart Auditorium Improvements - \$0 recommended by OTPF Committee.
 - Mike Huber abstained.
 - Jim Owens made a motion to approve.
 - Colleen Davis seconded the motion.
 - Motion passed unanimously.
- Lake Junaluska Assembly – Overlook and Connector Trail - \$100,000 recommended by OTPF Committee.
 - Mike Huber abstained.
 - Colleen Davis made a motion to approve.
 - Jim Owens seconded the motion.
 - Motion passed unanimously.
- Town of Maggie Valley – Festival Grounds Parking Lot Improvements - \$96,131 recommended by OTPF Committee.
 - Jim Owens and Tammy Wight abstained.
 - Mike Huber made a motion to approve.
 - Kelsie Baker seconded the motion.
 - Motion passed unanimously.
- Town of Waynesville – Richland Creek Greenway - \$87,781 recommended by OTPF Committee.
 - Jim Owens made a motion to approve.
 - Mike Huber seconded the motion.
 - Motion passed unanimously.
- Haywood County Recreation & Park – Bike Park - \$150,000 recommended by OTPF Committee.
 - Tammy Wight made a motion to approve.
 - Jim Owens seconded the motion.
 - Motion passed unanimously.

Consent Agenda

- Request approval of TDA Board Minutes from May 25th, 2022 and a Budget Amendment to balance line items and a Budget Amendment to correct an amendment approved in May to eliminate the 1% Admin Fees. as presented.
 - Mike Huber made a motion to approve the budget amendments as presented.
 - Tammy Wight seconded the motion.
 - Motion passed unanimously.

Finance Committee – David Francis

Finance Director, Kristian Owen, presented the April Financial Report as follows:

Total Cash in Bank – \$2,191,025.65

Total Assets – \$3,248.00

Total Payroll Liability – \$9664.55

Total Liabilities – \$ 9,847.03

Net Position – \$1,813,307.05

Net Income – \$371,191.57

Revenues YTD – \$ 2,153,999.91 84.21%

Expenses YTD – \$1,782,880.34 69.7%

Reports are on file at www.HaywoodTDA.com

David Francis presented the 3%, 1%, and Occupancy Tax by category reports.

- May shows \$168,000 – which brought us to 36% above last year. Based on projections, we will be exceeding the \$1.7 million estimate.
- It looks like the 1% will exceed projections from previous years as well.
- Hotel and motel occupancy increased over the previous month, while Airbnbs decreased.

Ben Wilder presented the STR, AirDNA, and Trending reports.

- STR report shows that May occupancy is down 2% from last year.
- AirDNA report shows that short-term rentals are down slightly.
- Both reports show that we have softened slightly over the last few months.

Announcements

- Will Jones submitted his letter of resignation from the Board due to excessive demands at the Swag and Cataloochee Ranch.
- For the month of June, the TDA was awarded the “Business of the Month” award from the Haywood Chamber.
- Friends of the Smokeys Stomp will be on July 23rd.

- Folkmoot Gala is July 28th.
- Rocky Mountain Elk Banquet will be July 30th.
- The next scheduled TDA board meeting will be August 24th.

Adjournment

- Tammy Wight made a motion to adjourn.
- Jim Owens seconded the motion.
- Chairman Corbin adjourned the meeting at 9:49 AM.

HAYWOOD COUNTY TOURISM DEVELOPMENT AUTHORITY
BUDGET ORDINANCE AMENDMENT
FISCAL YEAR 2022 -2023

BE IT ORDAINED by the Members of the Haywood County Tourism Development Authority that the following amendment be made to the budget ordinance for the fiscal year ending June 3 2023

Section 1. To amend the General Fund the Revenues are to be decreased as follows:

Revenue	Acct. No.	Current Budget	Increase (Decrease)	Amended Budget
Appropriated 3% Fund Balance	499990	500,000	55,516	555,516
TOTAL		500,000	55,516	555,516

Expenditures				
Department	Account Number	Current Budget	Increase (Decrease)	Amended Budget
General:				
Wayfinding Signage Program	537502	35,000	55,516	90,516
TOTAL		35,000	55,516	90,516

Section 2. Copies of this budget amendment shall be delivered to the Budget Officer and the Finance Officer for their direction.

Adopted this 24th day of August, 2022.

ATTEST:

Secretary to the Board

Chairman
Haywood County Tourism Development Authority

Explanation:
To appropriate fund balance for the completion of Phase 1 & of the Wayfinding signage program.

HAYWOOD COUNTY TOURISM DEVELOPMENT AUTHORITY
BUDGET ORDINANCE AMENDMENT
FISCAL YEAR 2021 -2022

BE IT ORDAINED by the Members of the Haywood County Tourism Development Authority that the following amendment be made to the budget ordinance for the fiscal year ending June 30, 2022.

Section 1. To amend the General Fund the Revenues are to be decreased as follows:

Revenue	Acct. No.	Current Budget	Increase (Decrease)	Amended Budget
TOTAL		-	-	-

Expenditures		Current Budget	Increase (Decrease)	Amended Budget
Department	Account Number	Current Budget	Increase (Decrease)	Amended Budget
General:				
Workman's Comp	518601	1,755	1,514	3,269
FICA Admin	518101	10,115	220	10,335
Office Supplies	526001	2,500	677	3,177
Visitor Center Supplies	526101	1,500	31	1,531
Fuel	531301	850	180	1,030
Telephone	532101	6,335	712	7,047
Marketing	537101	22,000	4,675	26,675
Group Sales Travel	537804	11,050	580	11,630
Group Sales Advertising	537805	9,000	515	9,515
Group Sales Dues & Subscription	537806	1,000	1,745	2,745
Group Sales Trade Shows	537803	14,250	(2,500)	11,750
Group Sales Marketing	537802	6,000	(900)	5,100
3% Grants Promo	568101	27,500	(7,449)	20,051
TOTAL		113,855	-	113,855

Section 2. Copies of this budget amendment shall be delivered to the Budget Officer and the Finance Officer for their direction.

Adopted this 24th day of August, 2022.

ATTEST:

Secretary to the Board

Chairman
Haywood County Tourism Development Authority

Explanation:
Balance line items for year end 21-22

Haywood County TDA Staff Social Media Use Policy

Remarks and attitudes displayed on social media and in person, should present a positive image towards Haywood County Tourism and Haywood County in general to avoid any disruption, disappointment, or lack of trust from the general public. We (HCTDA staff) should be seen as inviting and inclusive.

~~Employees are strongly discouraged from disclosing or revealing their status as employees of the Haywood County TDA through social media and should not directly or indirectly represent that they are speaking on behalf of the TDA unless they are an~~ Only authorized users who is are posting through one of the TDA portals may represent that they are speaking on behalf of the HCTDA. Our goals should be to preserve the continuity of our official message of promotion and information dissemination, to ensure accuracy and to avoid confusion or harm.

We respectfully ask that employees remember that there is a fine line, to readers, between personal and official sites in social media. Because of that, we must all be mindful of the impact on the customer when damaging, distasteful comments or personal opinions are shared. Negative comments can go viral, or at least be seen by any number of unintended recipients because of the ability of “friends” or “friends of friends” to view and share your posts.

The expectation is that social media will be used in a positive manner, particularly when it involves the County or the TDA. Inappropriate language and any term or name that can offend any group of people should never be used. Negative experiences in the Visitor Center/Office should not be shared.

This is not intended to prohibit any employee’s personal expression in general and certainly not about anything relating to public policy but to ensure a positive visitor experience.

Acknowledgement: I, the undersigned, do hereby acknowledge taking delivery of this written policy and understand that not following the policy can result in corrective actions and can negatively impact my personnel record.

Employee Signature

Date

HCTDA Director/Chairman Signature

Date

HAYWOOD COUNTY TOURISM DEVELOPMENT AUTHORITY INTERNAL CONTROLS

Checks

All Checks require 2 signatures, one being the Haywood County Finance Director and the other signature from the HCTDA Executive Director, the HCTDA Finance Committee Chairperson, or the HCTDA Board of Directors Chairperson. ~~and the Haywood County Finance Director.~~ The HCTDA's Administrative Assistant CPA of record, Underwood, Dills Associates prepares all checks. The HCTDA Executive Director reviews each Check, initials photocopy of each Check and codes each Invoice. The HCTDA Executive Director or Administrative Assistant takes the Checks and supporting documents such as invoices, check register and up to date bank statement with check amounts applied to two (2) of the four (4) individuals authorized, as stated above, to review and sign.

Payroll

The HCTDA's Administrative Assistant CPA of record, Underwood, Dills Associates prepares all Payroll and administers the Direct Deposit of the HCTDA Payroll. A photocopy of the Employee Pay Stub and the Employee time sheet, signed by the Employee and HCTDA Executive Director, are attached for the record.

Voided Check

HCTDA Executive Director or Administrative Assistant cuts off the signature space from the voided check, files with Paid Invoices and notifies the CPA of record, Underwood, Dills Associates of the voided check.

Credit Cards

The HCTDA has three five credit cards. ~~The Executive Director has one card~~ Credit Cards are issued by name to the Executive Director, the Sales Manager, the Marketing Manager and the Social Media Manager. There are two (2) HCTDA credit cards available to be checked out for use by other employees for travel or approved purchases. Cardholders place receipts in a designated folder kept in a locked file cabinet in the ~~Executive Director's~~ HCTDA Administrative office. Upon receipt of the monthly credit card statement, the HCTDA Administrative Assistant collects, reviews and logs all of the purchases made during the month. The Executive Director reviews the log and receipts, then codes each purchase to the appropriate account and then double checks to make sure the log matches the credit card statement. ~~The HCTDA Finance Committee Chair or the HCTDA Chairman and the Haywood County Finance Director then sign the prepared check for payment.~~ The prepared check is then processed as per internal controls.

Deposits

HCTDA Administrative Assistant or Visitor Center Manager completes the Deposit slip and initials top corner. An HCTDA Employee takes the Deposit slip to the Bank and initials top corner of Bank receipt. Deposits shall be made to the bank at least once a week or more frequently if cash amount reaches \$250.00. An end of month deposit shall be made on the last day of the month or the first day of the following month.

The Haywood County Finance Office Employee deposits the Net Occupancy Tax into the HCTDA Bank Account.

Insufficient Funds

HCTDA Executive Director reports to the HCTDA Finance Committee Chairperson or the HCTDA Board of Directors Chairperson.

Opening Mail

Two (2) Haywood County Tourism Development Authority (HCTDA) Employees open the mail together. HCTDA Administrative Assistant opens the mail while the HCTDA Visitor Center Manager enters into the Mail Log any checks. HCTDA Administrative Assistant signs their initials verifying the entry and HCTDA Visitor Center Manager signs their initials as doing the entering. Copies will be made of any checks received. In the absence of the Administrative Assistant or the Visitor Center Manager the Executive Director will fill the role of the absentee.

Purchases

Any purchase of \$1,000 or more is reviewed and approved by the HCTDA Executive Director.

Ad Sales

Ad sales for the HCTDA Travel Planner and website may be done by HCTDA staff or a contracted third party. As ad payments are received by the HCTDA, the procedures described under the "Opening the Mail" and the "Deposits" sections are followed.

Receipt of Checks or Cash brought into the HCTDA Office by an Individual

Whenever possible, two (2) HCTDA Employees receive the checks or cash together. HCTDA Employee writes the receipt from the Official Walk-in Receipt Book and gives the receipt to the individual. A copy of checks received will be given to the Visitor Center Manager or Administrative Assistant to be logged into the check register.

Reconciling Bank Statement and Financial Statement

The HCTDA's Administrative Assistant CPA of record, Underwood, Dills Associates reconciles the Bank Statement monthly and prepares the monthly Financial Statement. The monthly Financial Statement is reviewed by the HCTDA Finance Committee and then reviewed by the Haywood County Tourism Board of Directors.

Visitor Centers

Visitor Center cash drawers are to be counted at the beginning and end of each business day and documented. Sales reports are to be completed at the end of each business day. Cash from sales is to be given to the HCTDA Visitor Center Manager at the end of each business day along with the completed sales report. The HCTDA Visitor Center Manager will make sure there is sufficient change available in the cash drawer for weekend sales. Sales forms are to be generated from the POS system.

When new visitor center inventory is received, it is to be counted, documented and entered into the system. Inventory should be counted on a monthly basis and the report turned in to the HCTDA Visitor Center Manager.

Employee Manual

The HCTDA Board of Directors approved revisions to the Employee Manual in ~~November 2017~~ August 2022. Revisions to the HCTDA Employee Manual are made on an as needed basis and approved by the HCTDA Board of Directors.

Travel Policy and Procedure

The HCTDA Board of Directors approved revisions to the ~~written~~ Travel Guidelines in ~~February 23, 2006~~ August 2022. Revisions to the Travel Policy are made on an as needed basis and approved by the HCTDA Board of Directors.

Maternity Leave

The HCTDA Board of Directors approved a written Maternity Policy on November 1, 2005.

Vacation Policy

The HCTDA Board of Directors approved a written Vacation Policy on October 28, 2004. The Vacation Policy was revised in November 2016 by the HCTDA Board of Directors to mirror the County Vacation Policy.

Forms

The HCTDA Board of Directors approved a Travel Expense Form, Line-Item Transfer Form, Accounts Receivable Re-code Request Form, Accounts Payable Re-code Request Form and a Monthly Cash Reconciliation Report Form on February 23, 2006.

Haywood County Tourism Development Authority

Employee Manual

Purpose

The purpose of this manual is to provide employees of the Haywood County Tourism Development Authority with a concise document which contains policies and directives in order to maintain an effective work force.

This manual replaces and supersedes all previously issued manuals related to employment with the HCTDA. This manual represents the “official” personnel policies of the HCTDA and each current and future employee shall receive a copy of this manual and shall be responsible for maintaining it as policies are added, revised, or deleted.

The HCTDA has the right to change or suspend any provision of this manual at any time with the approval of the HCTDA Board of Directors.

Coverage

All employees in the HCTDA’s service, including employees of the TDA Visitor’s Center, are subject to this policy manual.

Statement of Equal Employment Opportunity

The HCTDA provides equal employment opportunities to all employees and applicants for employment without regard to race, color, religion, sex, age, national origin, citizenship status, physical or mental disability, past, present or future status in the uniformed services of the United States, or any other characteristic protected under applicable federal, state or local law (“Protected Characteristics”). This policy applies to all terms and conditions of employment.

Application for Employment

The HCTDA application shall be the standard application accepted for any and all position listings. All information provided on the application must be true and correct. Providing false information may be grounds for elimination from consideration for a vacant position and/or dismissal from HCTDA employment.

Qualification Standards

All applicants considered for employment or promotion shall meet the qualification standards established by the specifications relating to the position to which the applicant applied.

Medical Examination

Any applicant, after being offered employment by the HCTDA, may be required to undergo a post-offer, pre-hire medical examination and drug testing for the purpose of determining fitness for the position. Such examination shall be at the expense of the HCTDA and by a Health Care Provider selected by the HCTDA. An individual who cannot pass the required testing shall not be eligible for continued employment, and the job offer shall be withdrawn.

The HCTDA also reserves the right to require a current employee to undergo a medical examination or drug testing for the purpose of determining fitness for the duty. Any such examination shall be at the

expense of the HCTDA and by a Health Care Provider selected by the HCTDA. An individual who cannot pass the required testing shall not be eligible for continued employment.

Background Checks

The HCTDA reserves the right to perform criminal background and Department of Motor Vehicle (DMV) checks on all applicants. For those individuals whose positions require fiduciary responsibility, bonding, or the handling of money, a credit check will also be performed.

Confidentiality

All persons receiving background information regarding an individual shall maintain the confidentiality of such information in accordance with applicable law.

Probationary Period of Employment

The probationary period for new employees shall be 180 days (6 months). Upon completion of the probationary period, the Executive Director shall do an evaluation to let the employee know about their job performance. During the probationary period, an employee may be dismissed at any time without giving a cause or reason. In other words, all employees who are still within their 180 days (6 months) of employment are employed at-will, and neither cause nor prior notice is required to terminate them.

Performance Evaluation Process

Employees will be evaluated on an annual basis by the Executive Director using the Employee Evaluation Form. The Executive Director will report all employee evaluations to the Personnel Committee at the appropriate time. This performance evaluation will determine what percent (%) of increase, if any, the employee will receive based on the County approved merit scoring system and the amount of funds allocated by the Haywood County TDA Board.

The Executive Director will be evaluated on an annual basis by the entire Board of Directors using the Executive Directors Evaluation Form. The Personnel Committee will distribute and assemble the Executive Directors Evaluation Form and then report to the Board of Directors in Closed Session. The Chairman of the Board will sign and date the Executive Directors Evaluation Form.

Failure to Perform Satisfactorily

An employee who fails to perform satisfactorily, whether during the Probationary Period or during Regular Status may be denied a scheduled pay increase. An appropriate Work Improvement Plan may be issued by the Executive Director. Employees will be required to perform at a satisfactory level or be subject to disciplinary action.

Longevity Pay

Longevity pay is to recognize continuous service of regular full-time employees. Longevity pay is an automatic annual payment made in a lump sum in the employee's anniversary month. Payment is made in the last payroll period in the employee's anniversary month subject to the availability of funds and to the employees who meet the eligibility requirements.

Years of HCTDA Service

Longevity Pay Rate

2 years but less than 5 years	1.50%
5 years but less than 10 years	2.00%
10 years but less than 15 years	2.50%
15 years but less than 20 years	3.00%
20 years but less than 30 years	3.50%
30 years or more	4.00%

To be eligible to receive longevity pay the employee must meet the following requirements:

- An employee shall have two years of continuous qualifying service with the HCTDA.
- The employee must have a full-time appointment.

Bonuses

Bonuses may be granted at the discretion of the Executive Director subject to the availability of funds.

The Executive Director may receive additional compensation at the discretion of the TDA Board of Directors.

Workweek

The standard workweek for HCTDA office employees shall be forty (40) hours from Monday through Saturday. When the activities of the HCTDA require a different schedule to meet work needs, the HCTDA Director may authorize a deviation from the normal schedule.

The standard workweek for the HCTDA Visitor Centers shall be 9 AM until 5 PM six days per week (Monday through Saturday), unless otherwise instructed based on Visitor Center location. Visitor Center hours may be adjusted during the shoulder season due to reduced traffic. The Visitor Centers will observe and be closed one day each for the Thanksgiving, Christmas, and New Year holidays.

Overtime

Non-exempt employees shall be given compensatory time off at a rate of one and one half (1½ hours) for each hour of overtime worked over forty (40) hours per week. Available comp time must be used before using vacation or sick leave time. Employees may not accrue more than 240 hours of compensatory time for overtime hours worked.

Exempt employees shall acquire compensatory time at the rate of one hour for each hour of overtime worked over forty (40) hours per week. Exempt employees may only accrue up to 80 hours and will not be paid for any balance of compensatory leave over the 80 hours earned at the time of separation with the county.

Payroll Schedule

All employees shall be paid on a bi-weekly basis. If the payday falls on a holiday, then the employees will be paid on the last working day before the weekend or holiday.

Meal Period Defined

The meal period may be scheduled within the normal work hours to meet the needs of the employee and the working unit, but may not be used to shorten the workday. A bona fide meal period is a span of at least thirty (30) consecutive minutes during which an employee is completely relieved of duty. It is not counted as hours worked. A so-called "meal period" of less than thirty (30) consecutive minutes must be considered as hours worked for employees who are non-exempt, as defined in the Fair Labor Standards Act.

Political Activity Restricted

Every employee of the HCTDA has the privilege to promote civic responsibility and to support government in every appropriate manner. Any employee may join or affiliate with civic organizations of partisan or political nature. However, while on duty, no employee of HCTDA shall engage in political activity.

Workplace Harassment

HCTDA strictly forbids harassment of employees which includes, but is not limited to conduct (as well as oral, written, gestures, graphics, or physical) directed against any person or group of persons due to race, color, religion, sex, national origin, military or veteran status, disability, age, or any other characteristic protected by applicable law, which has the purpose or reasonably foreseeable effect of creating an offensive, demeaning, intimidating, or hostile environment for that person or group of persons.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

Such harassment constitutes unacceptable personal conduct and is subject to immediate disciplinary action up to and including dismissal. Employees who witness or believe themselves to be the victim of harassment are required to report it immediately to the HCTDA Director or the Chairman of the Personnel Committee.

Outside Employment

The work of the HCTDA takes priority over other employment interests of employees. All outside employment for salaries, wages, or commission and all self-employment must be approved by the HCTDA Director before such work is to begin. In the case of the HCTDA Director seeking outside employment, it would be at the discretion of the HCTDA Board of Directors.

Personal Appearance

Dress, grooming, and personal cleanliness standards contribute to the morale of all employees and affect the business image that the HCTDA presents to the community.

During business hours, employees are expected to present a clean and neat appearance and to dress according to the requirements of their positions. Employees should consult their supervisor if they have questions as to what constitutes appropriate attire.

Tobacco Free Workplace

The HCTDA strives to maintain a healthful environment for its employees and visitors. Tobacco is recognized as a carcinogen and is to be eliminated from work areas. All HCTDA offices (including the TDA Visitors Center) and the TDA vehicle are designated as tobacco-free. The Executive Director shall designate that all TDA buildings, grounds, and vehicles are tobacco and smoke free. "Grounds" is defined as property owned or leased by the Haywood County TDA for use as specified above to include: buildings and grounds, parking lots, walkways, ramps, and TDA vehicles.

Drug- and Alcohol-Free Workplace

The unlawful manufacture, distribution, dispensation, possession, purchase, or use of drugs by employees is prohibited and constitutes grounds for immediate termination.

Adverse Weather Conditions

HCTDA offices and the TDA Visitor Center shall remain open for the full scheduled workday unless authorization for a delayed opening or early closing is received from the HCTDA Executive Director. All HCTDA and Visitor Center staff will be given sufficient notice of authorized delayed openings or early closing to the public. Employees will be notified by email. In the case of the TDA Visitor Center, if it is determined that severe weather conditions pose a safety threat to the employee, the employee should notify the HCTDA Executive Director and receive authorization for early closing.

Employees are to be mindful of the weather conditions and be cognizant of the conditions, including wearing proper footwear to prevent slips and falls. Employees who leave work before the end of their scheduled shift will be required to use earned compensatory time, personal or vacation time for hours taken if they wish to be compensated. Leave without pay (LWOP) must be taken if the employee has no accrued compensatory, personal, or vacation time. Sick leave may not be used for adverse weather conditions.

Following severe weather conditions occurring during the night, it is the responsibility of each employee to report to work as scheduled. Employees who do not feel they can make it to work due to adverse weather conditions must use compensatory, personal or vacation time for hours not worked. It is the responsibility of the employee to make the judgment about their personal safety concerning travel to and from work during adverse weather conditions. It is the employee's responsibility to notify their supervisor of any decision regarding a deviation from scheduled work hours. The HCTDA Executive Director has the authority to alter the regular business hours open to the public in the event of adverse weather conditions. The Director also has the ability to close the TDA offices & Visitor Center in the event that a State of Emergency is declared by the Governor of North Carolina. Employees must use compensatory, personal, or vacation time if the decision is made to close the TDA offices & Visitor Center due to the declaration by the Governor.

Vacation Leave

For the purpose of earning and accruing annual vacation leave, the period of twelve (12) calendar months between January 1st and December 31st is established as the leave year.

All regular full- and part-time, probationary, and trainee employees shall accrue annual leave at the following rate:

Length of Service**Days Earned Per Year**

Less than 2 years	10 days	(3.08 per pay period)
2 years but less than 5 years	12 days	(3.70 per pay period)
5 years but less than 10 years	15 days	(4.62 per pay period)
10 years but less than 15 years	18 days	(5.55 per pay period)
15 years but less than 20 years	21 days	(6.47 per pay period)
20 years or more	24 days	(7.38 per pay period)

*Regular part-time employees will earn leave in proportion to the number of hours scheduled to work.

Annual leave may be accumulated without any applicable maximum until December 31st of each calendar year. On December 31st, any excess over the thirty (30) days or 240 hours will be carried forward to January 1 of the next calendar year.

Annual leave shall be taken with the prior approval of the HCTDA Director, or in the case of the Executive Director, prior approval of the HCTDA Board Chairman.

An employee who is separated shall be paid for annual leave accumulated to the date of separation, which is not to exceed a maximum of thirty (30) days or 240 hours. Any amount owed the HCTDA by the employee shall be deducted from the employee's final paycheck.

The estate of an employee who dies while employed by the HCTDA shall be entitled to payment for all of the accumulated annual leave credited to the employee's account, not to exceed a maximum of thirty (30) days or 240 hours.

Paid Holidays Observed

The HCTDA paid holiday policy for full-time TDA employees will reflect the Haywood County/North Carolina State Paid Holiday policy and will be posted annually. The following are holidays with pay for full-time TDA employees:

New Years Day	January 1 st
MLK Jr Day	3 rd Monday of January
Good Friday	Friday before Easter Sunday
Memorial Day	Last Monday in May
Independence Day	July 4 th
Labor Day	First Monday in September
Veterans Day	November 11 th
Thanksgiving	4 th Thursday and Friday in November
Christmas	<i>See schedule for which days are observed</i>

Temporary and regular part-time employees are not eligible to receive benefits and therefore are not eligible to receive paid holidays.

Employees who wish to use leave for religious observances must request leave from the TDA Director. The TDA Director will attempt to arrange the work schedule so that the employee may be granted vacation leave for the religious observance. Vacation leave for religious observance may be denied only when granting the leave would create an undue hardship for the TDA.

Effect of Holidays on Other Types of Paid Leave

Regular holidays that occur during annual, sick, or other paid leave period shall **not** be charged as annual, sick, or other paid leave.

Sick Leave

Sick leave is a privilege and not a right.

Full-time employees may be granted sick leave for absence due to the following:

1. Sickness or bodily injury that prevents the employee from performing their regular duties.
2. Medical or dental appointments.
3. The actual period of temporary disability caused or contributed by pregnancy, miscarriage, childbirth, or recovery therefrom. A doctor's certificate is required to verify the employee's period of temporary disability for these reasons.

Employees must notify the Executive Director of all requests for sick leave before the sick leave is taken or not later than two (2) hours after the beginning of a scheduled working day.

Sick leave earned is allowed as creditable service at the time of retirement to employees who are members of the North Carolina Local Governmental Employee's Retirement System. One (1) month of credit is allowed for each twenty (20) days of unused sick leave when an employee retires and one (1) additional month is credited for any part of twenty (20) days unused sick leave left over.

Unused sick leave earned from another North Carolina government agency and/or entity will be accepted and transferred to the county as follows:

1. The total number of days accepted as transferred will be added to record after verification of accumulated sick leave is received in writing from the previous employer. It is the responsibility of the employee to provide or make arrangements for this information to be provided to the Human Resource Department.
2. The credit for sick leave only applies to employees who come directly to the County from the previous employer with no more than one month's gap in service with a State or Local government employer.
3. The transfer of the sick leave must be completed within one (1) year of the employee's last working day with the previous employer.

No employee shall be paid for any accrued sick leave upon retirement, dismissal, termination or any other type of separation from the Haywood County Tourism Development Authority.

Leave Without Pay (LWOP)

Leave without pay may be granted for up to six (6) months by the TDA Executive Director. The granting of such leave is at the discretion of the appointing authority and does not have to be granted.

An employee will not be allowed to use leave without pay privileges for vacation purposes while maintaining their accumulated vacation leave. The employee must use accrued vacation leave before requesting leave without pay.

The employee shall apply in writing to the appointing authority for leave without pay. The employee is obligated to return to duty within or at the end of the time determined appropriate by the appointing authority. Upon returning to duty after being on leave without pay, the employee shall be entitled to return to an equivalent position with equivalent pay. When an employee is in leave without pay status, the date of their performance evaluation and any subsequent increase may be delayed.

The employee may continue to be eligible for benefits under the County's group insurance plans through COBRA. An employee ceases to earn all benefits including leave credits on the date leave without pay begins.

If the employee decides not to return to work, the appointing authority should be notified immediately. Failure to report at the expiration of a leave of absence shall be considered a resignation. For cases related to FMLA, see the section on FMLA in this Personnel Policy Manual with regard to leave without pay.

Personal Leave

Each employee is entitled to earn personal leave at the rate of .692 hours per pay period with a maximum accumulation of fifteen (15) hours. The total of 15 hours may be carried over to the new calendar year. A maximum of three (hours) of personal leave may be used at a time, upon approval of the Executive Director, for the following reasons:

1. Personal matters.
2. Time lost by reporting late to work.
3. Absences due to adverse weather conditions not to exceed three (3) hours.

Unused personal leave will not be paid when an employee separates from HCTDA employment.

Maternity Leave

Full time employees shall be granted up to six (6) weeks unpaid maternity leave.

Funeral Leave

Each full time employee (working forty (40) hours per week) shall be granted up to three (3) days, with pay, in case of death in the employee's immediate family. Immediate family is defined as wife, husband, mother, father, brother, sister, son, daughter, grandparents, grandchildren, in-laws, and step relationships derived from those listed. In other cases where a relative is not covered by the definition above, but where unusual circumstances warrant, the Executive Director may grant funeral leave.

Applying for Leave

It is the employee's responsibility to promptly alert the HCTDA Director as to their need for FMLA leave. In the case of the HCTDA Director, they should alert the HCTDA Board Chairman. Merely calling in sick will not trigger FMLA leave.

All leave requests should be in writing and state the reason leave is needed, the duration of leave, and the starting and ending dates. When possible, the employee must make reasonable efforts to schedule leave so as not to unduly disrupt HCTDA operations.

Types of FMLA Leave Available

Eligible employees may be granted up to twelve (12) weeks of FMLA leave during a twelve (12) month period for the following qualifying events:

- For the birth of a child and to care for the employee's child after birth; for placement with employee of a child for adoption or foster care; and to care for the newly placed child;
- For the birth and care of a newborn child of the employee;
- For placement with the employee of a son or daughter for adoption or foster care or to care for the child after placement;
- To care for the employee's spouse, son, daughter, or parent who has a serious health condition;
- Service member leave as described more in depth in another section for this type of leave.

Job Restoration

When returning from FMLA leave, an employee will be returned to their former position or to an equivalent position with equivalent pay, benefits, and other terms and conditions of employment. The HCTDA cannot guarantee an employee will be returned to the exact position they previously held. If an employee is permitted to remain on other leave once the FMLA leave expires, the employee will no longer have any job restoration rights, or any other FMLA rights, and may not be guaranteed a position upon expiration of the leave.

Termination Pay

Upon submission of resignation, an employee shall be paid for vacation leave accumulated to the date of separation, subject to a maximum of 240 hours. Payment will be made provided that the employee's probationary period has been completed and the employee has submitted notice in writing to the Executive Director at least two weeks in advance of the effective date of resignation.

Group Health Insurance

The Haywood County Tourism Development Authority shall provide for all employees who work thirty (30) hours or more per week medical insurance coverage. Employees shall be enrolled in the program in accordance with the provisions of the insurance contracts and on the first day of the month following a waiting period of sixty (60) days.

Example: An employee is hired June 1st. Coverage would be effective August 1st.

An employee is hired June 2nd. Coverage would be effective Sept. 1st.

Deductions from payroll shall be allowed if the employee chooses to provide medical coverage for dependents in accordance with the provisions of the insurance contracts.

Group Life Insurance

The Haywood County Tourism Development Authority shall provide for all employees who work thirty (30) hours or more per week group life insurance coverage. The coverage is in the amount of \$15,000. Effective dates of coverage will be the same as medical coverage.

Short-Term Disability Insurance

The Haywood County Tourism Development Authority shall provide for all employees who work thirty (30) hours or more per week short-term disability insurance coverage. The coverage is in the amount of \$100 per week for twenty-six (26) weeks. The coverage begins on the first (1st) day of an accident and on the eighth (8th) day of sickness. Effective dates of coverage will be the same as medical coverage.

Workers Compensation

The Haywood County Tourism Development Authority shall provide workers compensation coverage for all full- and part-time employees. This covers medical expenses and lost time from work due to work related injuries in accordance with the plan.

Unemployment Compensation

HCTDA employees who are dismissed from HCTDA service may apply for unemployment compensation through the local office of the Employment Security Commission. Eligibility for unemployment compensation will be determined by the Employment Security Commission.

Code of Conduct, Separation, Disciplinary Action and Reinstatement

Employee and Executive Director Code of Conduct

All Employees and the Executive Director of the Haywood County Tourism Development Authority are expected to comply with the following conduct provisions:

1. Employees and the Executive Director will not act in any manner that may discredit the Haywood County Tourism Development Authority, fellow employees, or themselves.
2. Employees and the Executive Director will avoid conduct, speech, and actions which may undermine the efficiency and/or reputation of the Haywood County Tourism Development Authority.
3. Employees and the Executive Director will direct and coordinate their efforts to establish and maintain the highest level of professionalism, efficiency, morale, and achievement.

Violation of this policy will be reviewed and may result in a recommendation by the Personnel Committee for disciplinary action to be approved by the Haywood County Tourism Development Authority Board of Directors.

Types of Separation

Separation of employees from positions in the service of the HCTDA shall be designated as one of the following: resignation, reduction of force, disability, retirement, dismissal, or death.

Reduction in Force

In the event that a reduction in force becomes necessary, consideration shall be given to the quality of each employee's performance as documented by evaluations and organizational needs in determining the employee(s) to be retained. Employees who are effected by a reduction in force shall be given at least two (2) weeks' notice.

Disability

An employee may be separated for disability when the employee cannot perform the essential job duties because of a physical or mental impairment, with or without reasonable accommodation. In all cases, consideration for disability separation shall be supported by medical evidence as certified by a competent physician.

Levels of Discipline for Employee and Executive Director

1. Oral reprimand with record in Employee file/Executive Director file. Executive Director writes, signs, and dates Employee record and the Personnel Committee Chairman writes, signs, and dates the Executive Director record.
2. Written reprimand with record in Employee file/Executive Director file. Executive Director writes, signs, dates and Employee signs and dates Employee record. The Personnel Committee Chairman writes, signs, and dates and the Executive Director signs and dates the Executive Director record.
3. Suspension without pay.
4. Terminated from employment.

Level number 3 may be omitted at the discretion of the Executive Director and the Personnel Committee.

Grievance Procedure for Levels of Discipline

Employees may appeal to the Personnel Committee. See attached procedure.

Information Open to the Public

The following information on each Haywood County Tourism Development Authority employee is public information:

1. The employee's name.
2. The employee's date of employment.
3. The employee's job title.
4. The employee's current salary.

Access to Personal Records

As required by G.S. 153A-98, any person may have access to the information listed above for the purpose of inspection, examination, and copying during regular business hours.

Confidential Information

All information contained in the Haywood County Tourism Development Authority employees personnel file, other than the information listed above, will be maintained as confidential in accordance with the requirement of N.C.G.S 153A-98.

Haywood County 3% Net Occupancy Tax 2021-2022

	A	B	C	D	E	F	G	H
1		2021-2022	2021-2022	2021-2022	% Change	2021-2022	2020-2021	% Change
2		Original	Revised	Occupancy	Compared	Occupancy	Occupancy	Compared
3		Occupancy	Occupancy	Tax	To	Tax	Tax	To
4		Tax	Tax	Actual	Revised	Penalties	Actual	Previous
5		Projections	Projections		Budget			Year
6								
7	July	\$163,480	\$201,080	\$250,376	125%	\$166	\$173,533	144%
8	August	\$137,112	\$168,648	\$208,444	124%	\$152	\$173,664	120%
9	September	\$132,164	\$162,562	\$199,018	122%	\$442	\$172,717	115%
10	October	\$173,709	\$213,662	\$257,233	120%	\$274	\$221,520	116%
11	November	\$100,197	\$123,242	\$162,073	132%	\$482	\$128,278	126%
12	December	\$80,421	\$98,918	\$134,274	136%	\$316	\$117,856	114%
13	January	\$59,327	\$72,972	\$121,230	166%	\$259	\$107,520	113%
14	February	\$54,054	\$66,486	\$114,823	173%	\$415	\$112,223	102%
15	March	\$64,601	\$79,459	\$129,745	163%	\$43	\$131,644	99%
16	April	\$76,466	\$94,053	\$168,153	177%	\$946	\$156,955	107%
17	May	\$118,655	\$145,946	\$185,096	127%	\$1,786	\$171,515	108%
18	June	\$158,207	\$194,595	\$235,098	121%	\$581	\$221,387	106%
19	* 4/22 Added		\$150,000					
20	Total	\$1,318,393	\$1,771,623				\$1,888,812	
21								
22								
23	YTD		\$1,771,623	\$2,165,563	122%	\$5,862	\$1,888,812	115%
24								

2021-2022
1% NET OCCUPANCY TAX REPORT REVISED

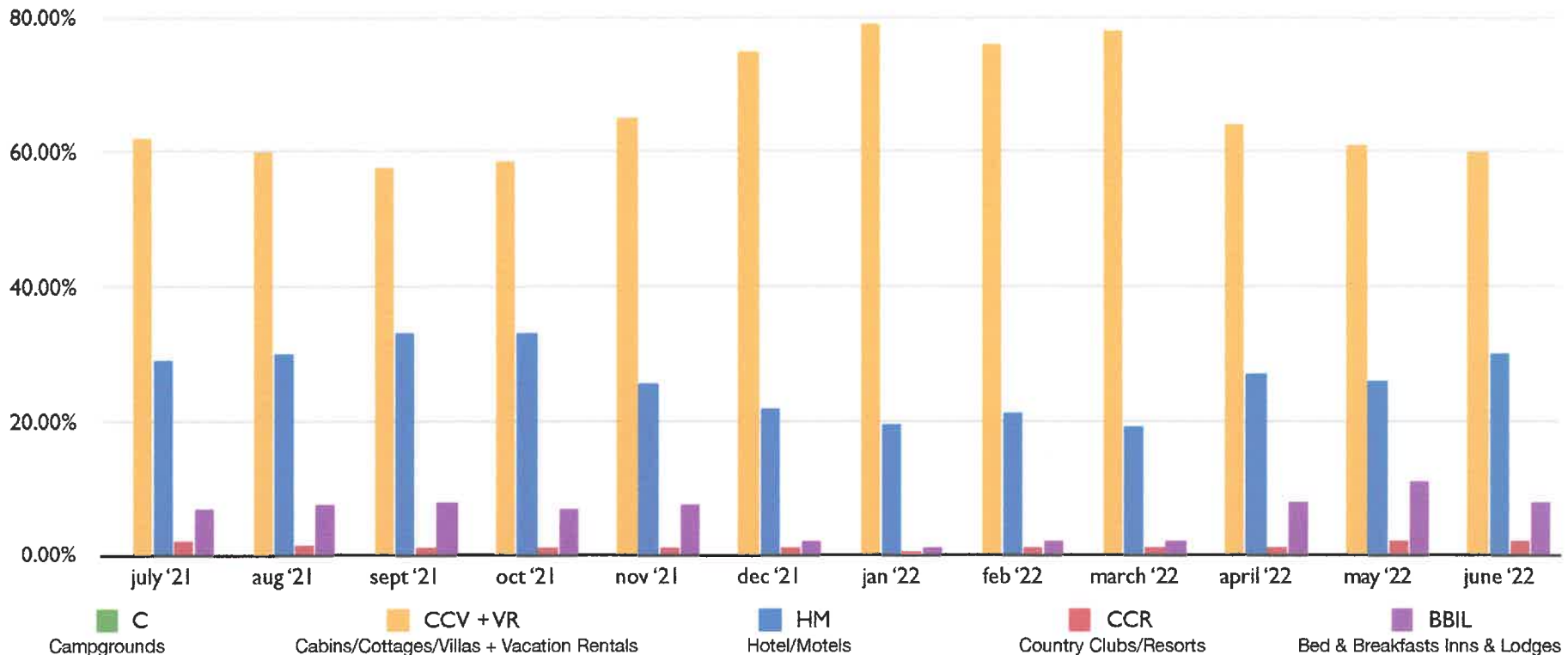
	ACTUAL	PROJECTED	ACTUAL	ACTUAL	PROJECTED	ACTUAL	ACTUAL	PROJECTED	ACTUAL	ACTUAL	PROJECTED	ACTUAL	ACTUAL	PROJECTED	ACTUAL
	28716	28716	28716	28721	28721	28721	28745	28745	28745	28751	28751	28751	28785 &	28785 &	28785 &
	CANTON	CANTON	CANTON	CLYDE	CLYDE	CLYDE	LAKE	LAKE	LAKE	MAGGIE	MAGGIE	MAGGIE	28786	28786	28786
							JUNALUSKA	JUNALUSKA	JUNALUSKA	VALLEY	VALLEY	VALLEY	WAYNESVILLE	WAYNESVILLE	WAYNESVILLE
	21/22	21/22	20/21	21/22	21/22	20/21	21/22	21/22	20/21	21/22	21/22	20/21	21/22	21/22	20/21
July 2021 Received September 2021	\$ 6,776	\$ 4,497	\$ 4,772	\$ 3,791	\$ 2,836	\$ 2,930	\$ 7,573	\$ 6,811	\$ 3,948	\$ 38,783	\$ 35,843	\$ 28,398	\$ 26,591	\$ 18,819	\$ 17,933
August 2021 Received October 2021	\$ 5,120	\$ 4,323	\$ 4,854	\$ 2,946	\$ 2,180	\$ 3,376	\$ 7,516	\$ 5,351	\$ 3,873	\$ 31,091	\$ 27,317	\$ 26,564	\$ 22,860	\$ 17,981	\$ 19,260
September 2021 Received November 2021	\$ 4,934	\$ 5,621	\$ 4,775	\$ 2,880	\$ 2,093	\$ 2,921	\$ 6,457	\$ 4,865	\$ 3,723	\$ 30,995	\$ 27,502	\$ 27,746	\$ 21,221	\$ 15,468	\$ 18,584
October 2021 Received December 2021	\$ 6,094	\$ 5,188	\$ 5,094	\$ 3,093	\$ 2,936	\$ 3,389	\$ 7,385	\$ 6,323	\$ 5,690	\$ 42,311	\$ 33,508	\$ 37,011	\$ 26,593	\$ 23,008	\$ 22,767
November 2021 Received January 2022	\$ 4,351	\$ 3,589	\$ 3,559	\$ 2,815	\$ 2,180	\$ 2,843	\$ 3,225	\$ 3,892	\$ 2,166	\$ 26,598	\$ 18,940	\$ 20,407	\$ 17,196	\$ 14,630	\$ 13,863
December 2021 Received February 2022	\$ 3,497	\$ 2,508	\$ 3,033	\$ 2,084	\$ 2,331	\$ 2,308	\$ 2,667	\$ 2,194	\$ 1,965	\$ 23,509	\$ 17,940	\$ 21,039	\$ 13,106	\$ 8,765	\$ 11,021
January 2022 Received March 2022	\$ 3,387	\$ 1,815	\$ 2,589	\$ 2,373	\$ 2,396	\$ 2,465	\$ 2,529	\$ 1,459	\$ 1,167	\$ 20,555	\$ 12,973	\$ 18,209	\$ 11,652	\$ 6,419	\$ 11,832
February 2022 Received April 2022	\$ 3,381	\$ 1,989	\$ 2,796	\$ 2,172	\$ 1,791	\$ 2,499	\$ 2,193	\$ 1,215	\$ 1,672	\$ 19,073	\$ 11,455	\$ 19,182	\$ 11,593	\$ 6,252	\$ 11,516
March 2022 Received May 2022	\$ 4,475	\$ 2,737	\$ 4,215	\$ 2,714	\$ 2,674	\$ 2,840	\$ 2,919	\$ 2,946	\$ 1,634	\$ 19,422	\$ 17,713	\$ 20,372	\$ 13,732	\$ 11,090	\$ 14,969
April 2022 Received June 2022	\$ 4,555	\$ 3,680	\$ 4,656	\$ 2,793	\$ 2,372	\$ 2,920	\$ 4,741	\$ 3,432	\$ 2,725	\$ 25,498	\$ 18,973	\$ 25,190	\$ 18,779	\$ 13,938	\$ 17,076
May 2022 Received July 2022	\$ 5,386	\$ 4,804	\$ 4,509	\$ 2,664	\$ 2,805	\$ 2,251	\$ 5,158	\$ 5,378	\$ 4,799	\$ 27,144	\$ 26,756	\$ 25,679	\$ 21,941	\$ 19,141	\$ 20,009
June 2022 Received August 2022	\$ 6,293	\$ 6,491	\$ 6,306	\$ 2,458	\$ 2,935	\$ 3,453	\$ 8,848	\$ 8,783	\$ 5,374	\$ 37,708	\$ 34,541	\$ 35,251	\$ 23,253	\$ 22,649	\$ 23,455
Budget Totals	\$ 58,249	\$ 47,242	\$ 51,158	\$ 32,783	\$ 29,529	\$ 34,195	\$ 61,211	\$ 52,649	\$ 38,736	\$ 342,687	\$ 283,461	\$ 305,048	\$ 228,517	\$ 178,160	\$ 202,285
	\$1000 was added per month Mar-Jun			\$625 was added per month Mar-Jun			\$1000 was added per month Mar-Jun			\$6000 was added per month Mar-Jun			\$4000 was added per month Mar-Jun		
	Projected	YTD	YTD vs Projected												
Total 1% Collections for 21/22	\$ 590,541	\$ 723,447	123%												
Comparison of YTD Actual vs YTD Projected	123%			111%			116%			121%			128%		
Comparison of YTD Actual vs Total Projected	123%			111%			116%			121%			128%		
Comparison of June Actual vs June Projected	97%			84%			101%			109%			103%		
Comparison of YTD Actual vs Total Actual 20/21	114%			96%			158%			112%			113%		
% Share of YTD 1% Total Collections	8%			5%			8%			47%			32%		

21/22 OCCUPANCY TAX BY CATEGORY

OCCUPANCY TAX JULY 2021 - JUNE 2022

TYPE	JULY '21	AUG '21	SEPT '21	OCT '21	NOV '21	DEC '21	JAN '22	FEB '22	MARCH '22	APRIL '22	MAY '22	JUNE '22
C	0.00%	0.00%	0.05%	0.05%	0.05%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CCV + VR	62.00%	60.00%	57.50%	58.50%	65.00%	75.00%	79.00%	76.00%	78.00%	64.00%	61.00%	60.00%
HM	29.00%	30.00%	33.00%	33.00%	25.50%	22.00%	19.50%	21.00%	19.00%	27.00%	26.00%	30.00%
CCR	2.00%	1.50%	1.00%	1.00%	1.00%	1.00%	0.50%	1.00%	1.00%	1.00%	2.00%	2.00%
BBIL	7.00%	7.50%	8.00%	7.00%	7.50%	2.00%	1.00%	2.00%	2.00%	8.00%	11.00%	8.00%

OCCUPANCY TAX BY ACCOMMODATION CATEGORY



Gross Night Room Sales YTD Comparison

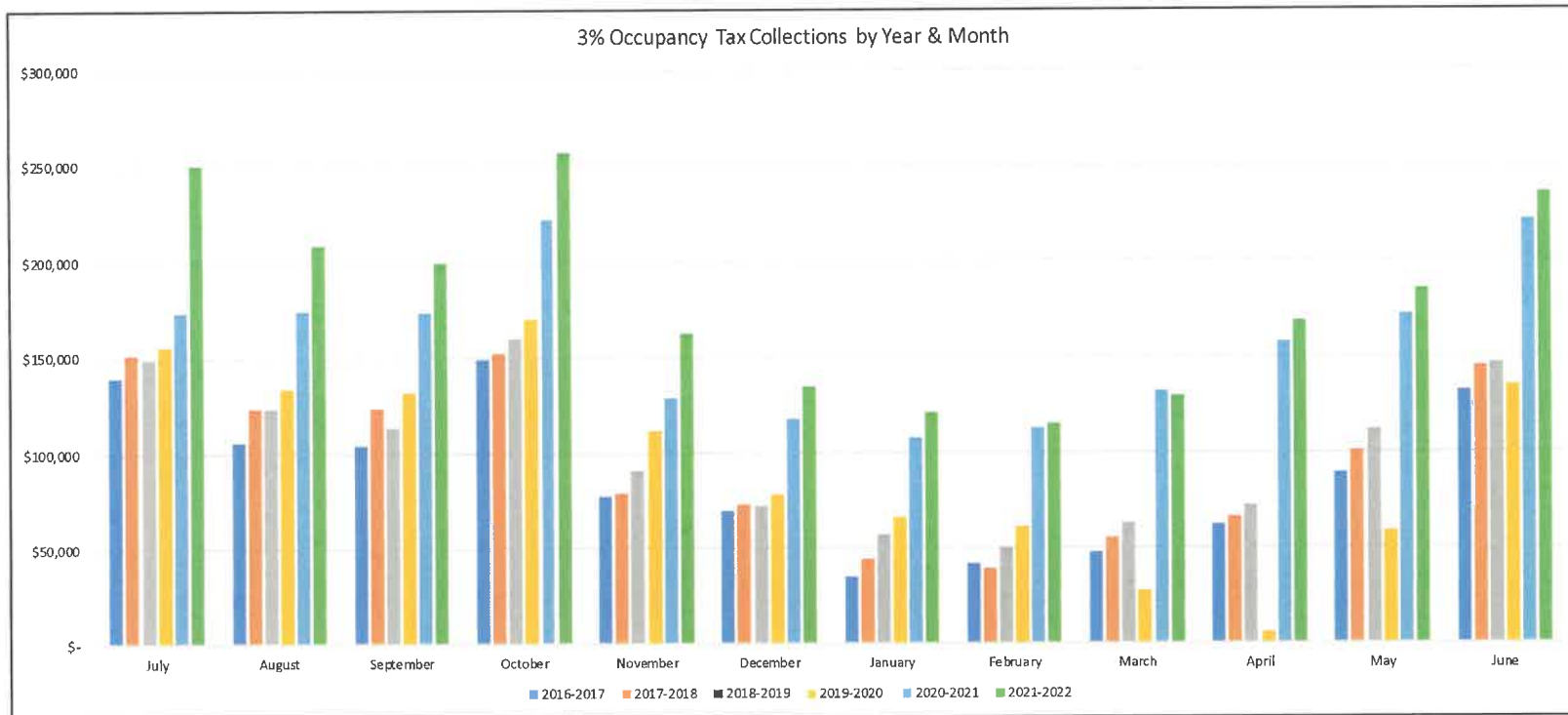
	A	B	C	D	E	F	G	H	I	J	K
1		Can 20-21	Can 21-22	CI 20-21	CL 21-22	LJ 20-21	LJ 21-22	MV 20-21	MV 21-22	Way 20-21	Way 21-22
2											
3	JULY	482,379	694,596	301,593	390,870	406,689	780,672	2,915,824	4,003,021	1,852,623	2,741,049
4	AUGUST	500,244	522,948	348,048	300,897	399,270	767,646	2,736,657	3,168,541	1,982,179	2,334,887
5	SEPTEMBER	482,898	495,450	295,671	290,893	376,729	652,228	2,802,688	3,124,208	1,876,843	2,138,156
6	OCTOBER	514,584	615,576	342,284	312,422	574,583	745,917	3,773,764	4,260,909	2,295,214	2,721,911
7	NOVEMBER	359,346	433,567	287,188	284,307	218,655	325,594	2,060,062	2,622,224	1,393,958	173,165
8	DECEMBER	296,916	353,192	233,172	209,994	198,520	265,911	2,119,653	2,371,730	1,111,287	1,322,601
9	JANUARY	261,340	342,166	248,965	239,653	117,836	255,469	1,797,518	2,131,699	1,184,213	1,192,818
10	FEBRUARY	282,413	341,316	252,378	219,360	168,860	221,533	1,911,786	1,919,125	1,174,851	1,166,051
11	MARCH	425,732	451,376	286,486	274,153	165,051	294,839	2,048,966	1,919,125	1,507,174	1,388,675
12	APRIL	470,265	459,037	294,912	282,139	275,278	459,823	2,524,662	2,591,887	1,719,707	1,895,033
13	MAY	455,430	538,089	226,406	269,118	484,672	521,040	2,587,850	2,740,549	2,019,782	2,163,378
14	JUNE	638,584	635,622	348,833	248,260	542,779	893,763	3,561,322	3,764,926	2,368,330	2,348,328
15											
16	TOTAL	5,170,131	5,882,935	3,465,936	3,322,066	3,928,922	6,184,435	30,840,752	34,617,944	20,486,161	21,586,052

2021-2022 Forecasted 3% Occupancy Tax Collections

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022		
July	\$ 139,335	\$ 151,475	\$ 148,380	\$ 155,055	\$ 173,533	\$ 250,376		
August	\$ 106,083	\$ 123,611	\$ 123,380	\$ 133,405	\$ 173,664	\$ 208,444		
September	\$ 104,492	\$ 123,344	\$ 113,828	\$ 131,589	\$ 172,717	\$ 199,018		
October	\$ 148,752	\$ 152,179	\$ 159,349	\$ 169,745	\$ 221,520	\$ 257,233		
November	\$ 76,880	\$ 79,190	\$ 90,553	\$ 111,387	\$ 128,278	\$ 162,073		
December	\$ 70,086	\$ 72,777	\$ 72,016	\$ 78,487	\$ 117,856	\$ 134,274		
January	\$ 35,646	\$ 44,539	\$ 57,143	\$ 66,237	\$ 107,520	\$ 121,230		
February	\$ 41,742	\$ 39,053	\$ 50,616	\$ 61,711	\$ 112,223	\$ 114,823		
March	\$ 47,550	\$ 55,745	\$ 62,855	\$ 27,326	\$ 131,644	\$ 129,745		March was only month down vs 20-21
April	\$ 62,463	\$ 66,491	\$ 72,309	\$ 5,536	\$ 156,955	\$ 168,153		
May	\$ 89,393	\$ 100,723	\$ 111,430	\$ 58,909	\$ 171,515	\$ 185,096	Projection A	Projection B
June	\$ 132,201	\$ 144,365	\$ 146,321	\$ 134,487	\$ 221,387	\$ 235,678	\$ 221,387	\$ 265,664
Total	\$ 1,054,623	\$ 1,153,492	\$ 1,208,180	\$ 1,133,874	\$ 1,888,812	\$ 2,166,143	\$ 2,151,852	\$ 2,196,129

March was only month down vs 20-21

Flat to 20-21
20% over 20-21



Occupancy Tax 1984 - Present

2%	83-84	84-85	85-86	86-87
JULY		\$23,708	\$23,904	\$26,606
AUGUST		\$23,166	\$24,078	\$27,227
SEPTEMBER		\$15,723	\$15,997	\$16,173
OCTOBER		\$19,096	\$22,195	\$22,871
NOVEMBER		\$3,838	\$3,702	\$5,341
DECEMBER		\$2,708	\$3,368	\$2,307
JANUARY	\$2,264	\$2,317	\$2,817	\$5,996
FEBRUARY	\$3,176	\$2,687	\$2,332	\$5,959
MARCH	\$3,268	\$3,061	\$3,541	\$6,738
APRIL	\$6,968	\$7,381	\$7,744	\$10,486
MAY	\$8,666	\$10,724	\$11,655	\$20,513
JUNE	\$16,650	\$18,873	\$20,125	\$36,320
TOTAL	\$40,992	\$133,282	\$141,458	\$186,537

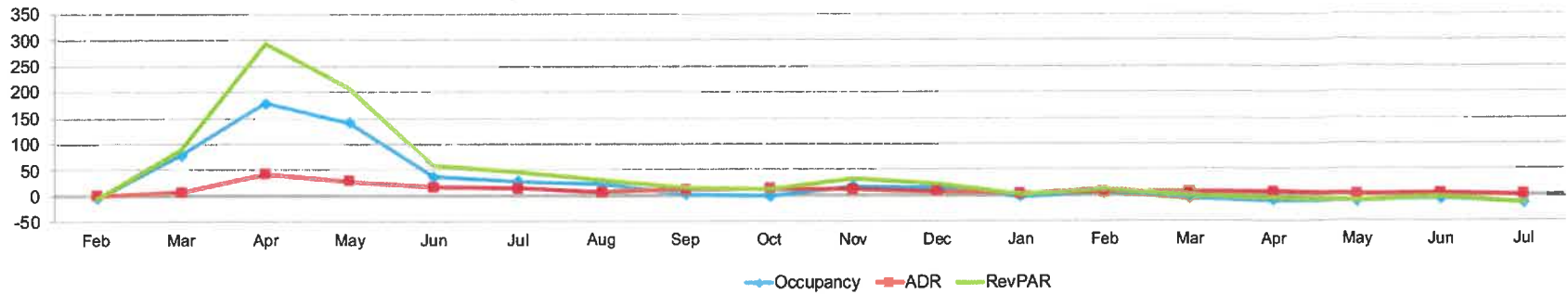
3%	87-88	88-89	89-90	90-91	91-92	92-93	93-94	94-95	95-96	96-97	97-98	98-99	99-00	00-01	01 -02	02 -03	03 -04	04 -05	05 -06	06 -07
JULY	\$43,702	\$55,655	\$57,789	\$59,594	\$71,675	\$68,728	\$75,195	\$74,042	\$81,399	\$82,128	\$82,904	\$94,264	\$106,681	\$112,650	\$104,805	\$100,787	\$94,839	\$107,241	\$108,782	\$105,949
AUGUST	\$44,494	\$49,316	\$50,971	\$52,478	\$57,114	\$60,475	\$57,218	\$63,884	\$69,456	\$75,634	\$75,369	\$78,690	\$78,647	\$74,222	\$76,556	\$79,740	\$75,849	\$66,849	\$65,364	\$73,007
SEPTEMBER	\$32,152	\$33,004	\$35,974	\$34,996	\$40,128	\$42,697	\$46,964	\$46,631	\$52,088	\$47,732	\$46,580	\$57,217	\$68,158	\$61,945	\$63,134	\$62,721	\$59,065	\$58,886	\$62,734	\$73,289
OCTOBER	\$45,621	\$48,380	\$49,151	\$49,458	\$51,709	\$53,691	\$61,979	\$67,327	\$67,611	\$75,385	\$77,276	\$85,236	\$89,042	\$94,697	\$90,651	\$86,937	\$91,566	\$89,941	\$91,238	\$99,374
NOVEMBER	\$7,822	\$9,029	\$10,260	\$10,383	\$10,259	\$10,034	\$7,628	\$15,999	\$17,856	\$20,357	\$24,051	\$30,051	\$31,935	\$31,411	\$32,223	\$34,983	\$34,365	\$31,909	\$36,944	\$37,346
DECEMBER	\$5,632	\$6,210	\$6,669	\$6,054	\$6,872	\$14,905	\$10,585	\$12,167	\$13,154	\$14,368	\$18,732	\$21,429	\$23,138	\$24,229	\$26,142	\$27,867	\$28,063	\$30,767	\$37,280	\$40,536
JANUARY	\$6,351	\$5,455	\$5,084	\$4,784	\$5,807	\$7,046	\$7,628	\$8,848	\$8,519	\$11,313	\$15,991	\$12,952	\$17,180	\$16,165	\$16,108	\$20,659	\$19,722	\$21,626	\$25,013	\$26,905
FEBRUARY	\$6,837	\$5,192	\$5,267	\$5,778	\$7,894	\$8,176	\$8,392	\$11,024	\$13,196	\$12,831	\$16,286	\$15,175	\$16,991	\$17,982	\$20,198	\$18,643	\$23,175	\$23,124	\$28,998	\$31,067
MARCH	\$6,756	\$9,818	\$9,219	\$10,508	\$11,295	\$10,882	\$11,090	\$13,966	\$15,637	\$16,653	\$17,568	\$18,634	\$18,893	\$19,690	\$22,039	\$19,968	\$16,900	\$21,193	\$21,902	\$24,956
APRIL	\$15,439	\$15,853	\$15,959	\$17,658	\$19,907	\$20,732	\$22,410	\$25,853	\$24,273	\$23,872	\$30,233	\$32,109	\$31,495	\$35,153	\$35,492	\$30,906	\$33,435	\$33,238	\$37,764	\$38,095
MAY	\$21,358	\$23,504	\$25,680	\$27,946	\$28,755	\$29,878	\$33,197	\$36,027	\$38,991	\$33,711	\$44,135	\$45,513	\$47,801	\$45,869	\$50,475	\$45,457	\$49,848	\$49,119	\$52,522	\$56,793
JUNE	\$36,917	\$36,935	\$44,338	\$47,604	\$47,942	\$48,520	\$52,428	\$60,800	\$61,350	\$64,352	\$72,505	\$77,565	\$79,214	\$86,400	\$83,669	\$83,739	\$76,897	\$80,196	\$84,588	\$97,530
TOTAL	\$273,081	\$298,351	\$316,361	\$327,241	\$359,357	\$375,764	\$394,714	\$436,568	\$463,530	\$478,336	\$521,630	\$568,835	\$609,175	\$620,413	\$621,492	\$612,407	\$603,724	\$614,089	\$653,129	\$704,847

4%	07 -08	08 -09	09 -10	10 -11	11 -12	12 -13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
JULY	\$119,444	\$159,495	\$137,569	\$145,990	\$135,198	\$137,947	\$133,263	\$142,655	\$166,306	\$191,526	\$208,212	\$203,959	\$213,134	\$238,533	\$344,159	
AUGUST	\$99,841	\$131,497	\$117,782	\$100,236	\$93,646	\$103,431	\$116,162	\$126,898	\$125,654	\$145,818	\$169,913	\$169,594	\$183,375	\$238,713	\$283,879	
SEPTEMBER	\$79,311	\$87,440	\$91,141	\$89,438	\$95,843	\$90,510	\$94,870	\$95,747	\$118,307	\$143,632	\$167,758	\$155,249	\$179,291	\$233,067	\$268,037	
OCTOBER	\$110,003	\$132,396	\$133,849	\$134,624	\$130,581	\$136,495	\$142,155	\$151,235	\$166,228	\$200,681	\$204,954	\$214,612	\$228,613	\$298,343	\$345,442	
NOVEMBER	\$46,439	\$55,182	\$43,621	\$42,659	\$47,080	\$53,005	\$60,419	\$67,636	\$81,833	\$103,543	\$106,654	\$121,957	\$150,046	\$172,765	\$218,281	
DECEMBER	\$39,365	\$53,605	\$54,350	\$55,330	\$50,958	\$53,897	\$58,161	\$66,898	\$64,892	\$94,392	\$98,016	\$96,992	\$105,707	\$158,729	\$180,840	
JANUARY	\$39,259	\$41,875	\$32,049	\$38,460	\$35,651	\$34,897	\$37,531	\$42,020	\$52,924	\$48,009	\$59,986	\$76,960	\$89,208	\$144,809	\$163,273	
FEBRUARY	\$41,147	\$36,774	\$35,892	\$32,692	\$36,109	\$37,176	\$38,257	\$45,762	\$55,888	\$56,218	\$52,597	\$68,170	\$83,112	\$151,142	\$154,643	
MARCH	\$31,274	\$27,539	\$24,597	\$25,977	\$29,368	\$37,277	\$36,329	\$35,662	\$53,782	\$64,041	\$75,078	\$84,653	\$36,803	\$177,298	\$174,740	
APRIL	\$49,773	\$45,245	\$41,406	\$40,432	\$41,440	\$45,647	\$53,249	\$53,250	\$70,257	\$84,126	\$89,550	\$101,950	\$7,456	\$211,387	\$226,469	
MAY	\$89,153	\$70,170	\$66,649	\$74,350	\$75,488	\$93,520	\$88,787	\$99,318	\$101,839	\$120,395	\$135,671	\$150,073	\$79,339	\$230,997	\$249,287	
JUNE	\$134,730	\$111,445	\$110,512	\$113,614	\$119,172	\$131,194	\$134,102	\$135,308	\$157,368	\$178,049	\$194,431	\$197,065	\$181,127	\$298,164	\$316,630	
TOTAL	\$879,739	\$952,663	\$889,417	\$893,802	\$890,534	\$954,996	\$993,285	\$1,062,389	\$1,215,278	\$1,430,430	\$1,562,820	\$1,641,234	\$1,537,211	\$2,553,947	\$2,925,680	

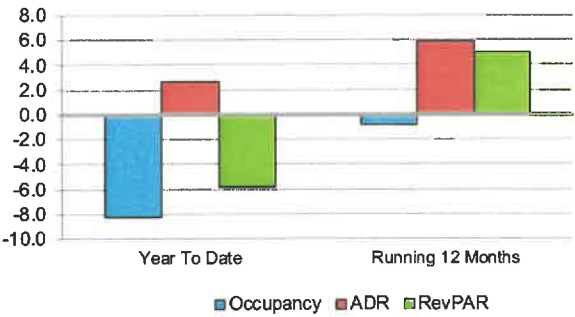
Haywood County Tourism Development Authority

For the Month of July 2022

Monthly Percent Change



Overall Percent Change



Occupancy (%)	2021												2022					
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
This Year	37.7	45.9	57.4	55.5	64.3	70.8	60.9	56.6	68.7	50.8	41.0	32.4	40.0	43.3	51.1	49.1	59.7	60.2
Last Year	40.1	25.7	20.5	23.0	46.9	55.2	49.7	55.5	69.7	43.1	36.1	33.3	37.7	45.9	57.4	55.5	64.3	70.8
Percent Change	-6.0	78.5	179.6	141.3	37.0	28.3	22.5	2.0	-1.4	17.8	13.6	-2.6	6.2	-5.8	-10.9	-11.5	-7.2	-15.0

ADR	2021												2022					
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
This Year	93.73	94.16	104.89	112.98	114.48	125.10	112.09	117.01	136.84	111.79	106.52	96.44	99.60	99.87	111.57	114.11	119.03	124.08
Last Year	94.30	88.29	74.50	88.61	98.62	109.47	105.38	104.95	121.33	100.27	98.62	93.45	93.73	94.16	104.89	112.98	114.48	125.10
Percent Change	-0.6	6.6	40.8	27.5	16.1	14.3	6.4	11.5	12.8	11.5	8.0	3.2	6.3	6.1	6.4	1.0	4.0	-0.8

RevPAR	2021												2022					
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
This Year	35.30	43.25	60.23	62.71	73.60	88.57	68.31	66.26	94.04	56.77	43.68	31.25	39.83	43.23	57.07	56.06	71.05	74.65
Last Year	37.78	22.71	15.30	20.38	46.27	60.42	52.42	58.27	84.60	43.23	35.59	31.08	35.30	43.25	60.23	62.71	73.60	88.57
Percent Change	-6.6	90.4	293.7	207.7	59.1	46.6	30.3	13.7	11.2	31.3	22.7	0.5	12.8	0.0	-5.2	-10.6	-3.6	-15.7

Supply	2021												2022					
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
This Year	43,372	49,879	50,340	53,444	51,720	52,793	52,793	51,090	52,793	47,910	48,112	46,128	41,664	47,988	48,510	51,553	49,890	51,553
Last Year	44,240	50,840	47,490	53,661	51,930	53,661	53,661	51,930	53,661	48,750	48,763	48,019	43,372	49,879	50,340	53,444	51,720	52,793
Percent Change	-2.0	-1.9	6.0	-0.4	-0.4	-1.6	-1.6	-1.6	-1.6	-1.7	-1.3	-3.9	-3.9	-3.8	-3.6	-3.5	-3.5	-2.3

Demand	2021												2022					
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
This Year	16,335	22,910	28,904	29,663	33,249	37,379	32,174	28,931	36,281	24,330	19,730	14,945	16,660	20,773	24,812	25,327	29,777	31,016
Last Year	17,726	13,079	9,751	12,342	24,364	29,615	26,693	28,834	37,418	21,016	17,596	15,968	16,335	22,910	28,904	29,663	33,249	37,379
Percent Change	-7.8	75.2	196.4	140.3	36.5	26.2	20.5	0.3	-3.0	15.8	12.1	-6.4	2.0	-9.3	-14.2	-14.6	-10.4	-17.0

Revenue	2021												2022					
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
This Year	1,531,117	2,157,136	3,031,733	3,351,471	3,806,494	4,675,969	3,606,299	3,385,278	4,964,555	2,719,754	2,101,562	1,441,305	1,659,327	2,074,653	2,768,387	2,890,103	3,544,467	3,848,371
Last Year	1,671,492	1,154,772	726,431	1,093,566	2,402,869	3,242,086	2,812,969	3,026,108	4,539,825	2,107,346	1,735,273	1,492,249	1,531,117	2,157,136	3,031,733	3,351,471	3,806,494	4,675,969
Percent Change	-8.4	86.8	317.3	206.5	58.4	44.2	28.2	11.9	9.4	29.1	21.1	-3.4	8.4	-3.8	-8.7	-13.8	-6.9	-17.7

Census %	2021												2022					
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Census Props	37	39	42	44	44	44	44	44	44	40	38	36	36	38	41	43	43	43
Census Rooms	1549	1609	1678	1724	1724	1703	1703	1703	1703	1597	1552	1488	1488	1548	1617	1663	1663	1663
% Rooms Participants	31.3	30.1	31.3	30.5	35.7	34.9	34.9	34.9	34.9	37.2	38.3	39.9	39.9	38.4	36.7	35.7	35.7	35.7

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Combined Report
Data pulled up to

Jul-22

AirDNA
1507 Blake Street
Denver, CO 80202
+1 (720) 372-2318
hello@airdna.co

140389 - Haywood County

Total Available Listings

	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22
Entire Place	1,192	1,227	1,215	1,251	1,279	1,361	1,392	1,365	1,359	1,277	1,387	1,505	1,634	1,679	1,648
Private Room	81	77	77	69	72	77	73	69	70	66	68	76	79	80	71
Shared Room	2	2	2	2	2	3	2	3	3	1	1	1	1	1	1

Booked Listings

Entire Place	1,142	1,179	1,192	1,186	1,227	1,323	1,339	1,313	1,279	1,155	1,153	1,266	1,447	1,531	1,560
Private Room	73	71	73	65	66	71	64	61	61	54	59	64	65	69	66
Shared Room	2	2	2	1	1	3	2	3	2	0	1	0	0	0	0

Room Nights - Entire Place

Total Available	79,138	79,040	78,477	82,205	82,770	93,037	93,947	95,418	89,486	78,161	83,985	88,422	102,519	103,515	105,544
Booked	48,968	59,395	64,642	54,836	50,792	69,068	59,517	57,445	43,218	35,882	42,856	46,301	50,310	64,846	75,897

Room Nights - Hotel Comparable

Total Available	5,766	5,964	6,194	5,917	6,084	6,822	6,112	6,203	5,768	5,116	5,728	5,873	7,060	7,247	7,362
Booked	3,438	3,963	4,536	3,780	3,630	4,941	3,790	3,514	2,424	2,355	2,930	3,307	3,732	4,384	4,843

Listing Nights - Entire Place

Available	30,624	30,607	30,416	31,192	31,648	35,712	35,771	36,282	34,159	29,812	32,259	34,167	40,124	40,476	40,961
Booked	18,968	22,583	24,616	20,809	19,525	26,738	22,703	21,578	15,994	13,582	16,437	18,014	19,913	25,190	29,092

Occupancy

Entire Place	61.9%	73.8%	80.9%	66.7%	61.7%	74.9%	63.5%	59.5%	46.8%	45.6%	51.0%	52.7%	49.6%	62.2%	71.0%
Hotel Comparable	59.6%	66.4%	73.2%	63.9%	59.7%	72.4%	62.0%	56.7%	42.0%	46.0%	51.2%	56.3%	52.9%	60.5%	65.8%

ADR

Entire Place	\$228.41	\$233.31	\$241.88	\$234.28	\$229.28	\$236.79	\$237.69	\$241.89	\$238.80	\$238.29	\$232.11	\$233.93	\$229.85	\$236.75	\$245.75
Hotel Comparable	\$141.82	\$142.59	\$145.85	\$137.66	\$141.31	\$146.89	\$142.31	\$142.22	\$137.02	\$138.76	\$133.64	\$134.74	\$129.22	\$133.31	\$139.64

RevPAR

Entire Place	\$141.47	\$172.14	\$195.76	\$156.29	\$141.46	\$177.29	\$150.86	\$143.86	\$111.81	\$108.56	\$118.27	\$123.34	\$114.07	\$147.34	\$174.54
Hotel Comparable	\$84.56	\$94.75	\$106.81	\$87.95	\$84.31	\$106.39	\$88.24	\$80.57	\$57.58	\$63.87	\$68.36	\$75.87	\$68.31	\$80.65	\$91.86

Proposal to the Haywood County Tourism Development Authority for Consulting Services

July 27, 2022



July 27, 2022

Ms. Lynn Collins
Executive Director
Haywood County Tourism Development Authority
1110 Soco Road
Maggie Valley, NC 28751

Dear Lynn:

I am pleased to submit this proposal to you and the Haywood County Tourism Development Authority (HCTDA) board for consulting services related to the search for and hiring of a new HCTDA executive director.

This proposal leverages 18 years of experience as a consultant in the travel and tourism sector, and more than 27 years of total career experience in the same category. I believe one of the advantages we can deliver as a part of this process is extensive experience in and knowledge of the region and with Haywood County's tourism stakeholders.

I welcome the chance to speak with you about this proposal and to answer any questions or concerns you or the board may have.

All the best,

A handwritten signature in dark ink, appearing to read "Chris Cavanaugh", written in a cursive style.

Chris Cavanaugh
President
Magellan Strategy Group



PROPOSED SCOPE OF WORK FOR THE HAYWOOD COUNTY TDA

Objective

Assist the Haywood County Tourism Development Authority board with the search for and hiring of a new Executive Director.

Process and Deliverables

Magellan Strategy Group proposes to offer the following consulting services as part of the scope of work for HCTDA:

- Meet with the HCTDA Executive Director, the HCTDA board chair, and any other members of the board who will be involved in the process to kick off the search and hiring process formally. During this meeting I anticipate reviewing the following:
 - Job description
 - Hiring criteria
 - Salary, benefits, and total compensation
 - Any financial assistance provided to cover moving expenses, etc. and/or temporary housing
 - The budget available for the search process
 - Any job posting requirements related to the position
 - Proposed search and hiring process
 - Timeline for process and any transition period
 - Requirements for candidates
 - Determination of stakeholders involved in the process (we recommend establishing a search committee composed of current board and former board members)
- Once the above have been established, we anticipate beginning the search process immediately. There are currently many CEO-level and other DMO senior positions open across the United States, and competition for strong candidates will be significant. This long list, published as of July 27, is of the known open DMO leadership jobs right now: <https://thetravelvertical.com/2021/07/27/jobs-this-weeks-list-of-open-positions/>. The search process will require posting and publicizing the position in as many outlets as possible. These include the Visit NC weekly industry newsletter, the Travel Vertical site and newsletter linked above, Southeast



Tourism Society, and a variety of other industry resources. We will also promote the opening to as many of our industry contacts as possible.

- Magellan Strategy Group will screen applications and resumes for the search committee using the criteria already established. We propose that, once the search committee has established a group of semi-finalists for the job, video interviews be conducted by the committee to narrow the field to a small group of finalists. Magellan will provide relevant destination data and information to the semi-finalists and answer questions in advance of these interviews.
- Once the group of candidate finalists has been established, we propose conducting in-person interviews with the search committee in Haywood County, including a tour of the destination.
- Magellan will conduct reference checks for all finalist candidates prior to the in-person interviews.
- Magellan will facilitate the discussion of the finalists' qualifications with the search committee upon completion of the in-person interviews.
- Magellan will contact finalist candidates who are not offered the position once a job offer has been made and accepted. We will also collaborate with HCTDA staff to develop a media release announcing the hiring of the executive director once the HCTDA board has officially approved the hire.

Project Schedule

We propose commencement of the search and hiring process immediately upon approval of this proposal by the HCTDA board, with the goal of having an executive director hired by no later than December 31, 2022.

Proposed Investment

Magellan Strategy Group will complete the proposed scope of work for a professional consulting fee of \$8,400, inclusive of anticipated travel expenses. This fee does not include any potential recruitment costs associated with the job posting, which will be billed at cost to the client. 50% of the total project fee will be due upon approval of the proposal and 50% due at project conclusion unless the client requests other terms. The terms of this proposal will remain effective for 90 days from the date of the submission of this proposal. Invoices are net 30 days.



PROJECT LEADER

**Chris Cavanaugh, President and Founder,
Magellan Strategy Group**

Chris Cavanaugh has become a nationally recognized expert on tourism marketing and planning since entering the industry 27 years ago. He's been engaged as a consultant by destinations of all sizes and many attractions, especially historic, natural, and cultural sites. He has a diverse range of experience and expertise, having worked with both large and urban communities as well as many smaller rural areas.



Prior to founding MSG in 2004, Cavanaugh served as vice president of marketing for The Biltmore Company in Asheville for nearly 10 years. The Biltmore Company owns and operates Biltmore Estate, the 8,000-acre privately-owned historic property in Asheville. The governor of North Carolina appointed Cavanaugh to serve on the state's travel and tourism board from 2003 to 2012, and he was chair of that board in 2009. Cavanaugh is also a past chair of the Buncombe County Tourism Development Authority, which oversees the work of the Explore Asheville CVB. His extensive experience on the client side and in tourism leadership positions makes him a valuable consultant partner. He is the recipient of the North Carolina Travel Industry Association (NCTIA) Tourism Excellence Award and the Southeast Tourism Society (STS) Shining Example Award. He regularly teaches alumni classes at STS's annual Marketing College. He also served as interim CEO for Explore Asheville in 2020.

Cavanaugh had a career in consumer-packaged goods marketing before entering travel and tourism. He has a BA degree from Vanderbilt University and an MBA from Emory University.



OTHER TEAM MEMBERS

Connie Harrington, Operations Manager

Connie Harrington became Operations Manager of Magellan Strategy Group in August of 2007. Prior to Magellan Strategy Group, Harrington worked as a legal assistant/paralegal for 16 years in the areas of Mass Tort, Workers Compensation, Product Liability and Personal Injury in Jackson, Mississippi. She was also Administrative Assistant for four years to the President of Croft, LLC (McComb, MS) and to the Board Chairman of The Bancroft Foundation at the University of Mississippi. Serving as Office Manager for the state office of The Nature Conservancy in Jackson, MS, Connie organized fundraising events on regional and state levels for two years.

Harrington holds a bachelor's degree in Business and Accounting from Centenary College in Shreveport, Louisiana, and completed a course at The National Center for Paralegal Training in Atlanta, Georgia. She has served as an officer and committee chairmen for the Mississippi Association of Legal Assistants, Inc.; National Association of Legal Assistants, Inc.; Association of Trial Lawyers of America; and has been guest speaker at several conventions in Mississippi.

She has also served as officer and committee chairmen for Beta Sigma Phi, an international community service-oriented organization, and has worked as a volunteer for the Susan G. Komen Foundation, American Heart Association, and the Make-A-Wish Foundation.



MAGELLAN STRATEGY GROUP CLIENTS AND PROJECTS

Below are the clients and projects with whom MSG has been fortunate to work during 18 years of service. Some of these have been in partnership with other firms, and others have been solely the work of Magellan—but all have been highly valued.

Destinations

Arlington, TX CVB 2017, 2018
Asheville, NC CVB 2004 - 2022
Athens, GA CVB 2021-2022
Augusta, GA CVB 2013
Baytown, TX Tourism 2022
Beaufort and Port Royal, SC CVB 2019-2020
Blowing Rock, NC TDA 2017
Blue Ridge Nat'l Heritage Area 2004 - 2022
Blue Ridge Parkway Association 2009, 2015
Burke County, NC TDA 2011
Burlington/Alamance Co, NC Tourism 2017
Caldwell Co., NC Chamber of Commerce 2004
Cascade Highlands Tourism Assoc, NC/VA 2009
Central Park Region of North Carolina 2009
Cherokee, NC Marketing & Promotion 2004-07
Crystal Coast, NC TDA 2014-15
Elizabeth City, NC CVB 2019
Fentress Co., TN Chamber of Commerce 2008
Gaston Co., NC Travel and Tourism Office 2015
Gatlinburg, TN CVB 2018
Georgetown/Scott County, KY Tourism 2015
Graham County, NC Revitalization Economic Action Team (GREAT) 2014-15
Goldsboro, NC Tourism 2020-2021
Great Lakes Bay, MI CVB 2022
Greenville, SC CVB 2008
Haywood County, NC TDA 2014-2022
Henderson County, NC TDA 2020-2022
Hickory Nut Gorge, NC Chamber 2012
High Country, NC Marketing Partnership 2009
Historic Morganton, NC Main Street Office 2005
Iron County, MO Economic Partnership 2017
Jackson County, NC TDA 2017, 2019, 2021
Johnston Co., NC Visitors Bureau 2013, 2016
Kinston/Lenoir County, NC TDA 2019
Lenoir, NC TDA 2019
Mooresville, NC CVB 2022
North Myrtle Beach, SC CVB 2015
Ocracoke, NC TDA 2018, 2019
Piedmont Triad Host Group, NC 2018
Pinehurst, Southern Pines, Aberdeen Area, NC CVB 2020-2021
Polk County, NC Travel and Tourism 2006
Randolph County, NC TDA 2017
Rockingham and the Uwharrie Region, NC 2016
Roswell, GA CVB 2013-14
Rutherford County, NC TDA 2006-07, 2014
Salisbury/Rowan Co. CVB, NC 2014-16, 2018
Sampson County CVB, NC 2017-18
Sevierville, TN Chamber of Commerce 2014-15
SC Parks, Recreation & Tourism 2004, 2017

St. Johns Co., FL Tourist Dev. Council 2008-09
Transylvania County, NC TDA 2018-2022
Visit Huntington Beach, CA 2014-15
VisitNC 2011
Visit Tampa Bay, FL 2012
Watauga County/Boone, NC TDA 2013-14, 2019
Wilkesboro, NC TDA 2018
Williamson County, TN CVB 2009
Wilmington and Beaches, NC CVB 2021
Yancey County, NC EDC 2017

Attractions and Activities

Asheville Art Museum 2018-19
Asheville's Fun Depot 2012-13
Asheville Ice 2013
Biltmore, Asheville, NC 2005-18, 2021-2022
Center for Craft, Asheville, NC 2018
Cherokee Historical Assn., NC 2010
Chimney Rock Park, NC 2004, 2019
City of Asheville/US Cellular Center, NC 2010-13
City of Roswell, GA 2008
Fort Ticonderoga, Ticonderoga, NY 2011-19
Graham County Historical Association, NC 2019
Grovewood Village, Asheville, NC 2016
Imaginarium Science Center, Ft. Myers, FL 2015
Jimmy Buffett's Margaritaville, FL 2007
John C. Campbell Folk School, NC 2017
Kennedy Space Center Visitor Complex, FL 2012
Nantahala Outdoor Center, NC 2016-2021
National Civil War Naval Museum, GA 2004-05
Navitat, Asheville, NC 2010, 2012-13
North Carolina Arboretum, Asheville, NC 2009
See Rock City, Lookout Mountain, GA 2019
Stecoah Valley Cultural Arts Center, NC 2019
Thomas Jefferson's Poplar Forest, VA 2011-13
Tweetsie Railroad, Blowing Rock, NC 2012
Whalehead, Corolla, NC 2012-13

Hospitality and Tourism-Related

Asheville Buncombe Hotel Assn. 2021-2022
Asheville Independent Restaurant (AIR) 2017-19
Biltmore Farms Hotels 2019-2020
Blue Ridge Mountain Host 2019
CREA Mont-Blanc (Research Center for Ecosystems Altitude), Chamonix, FR 2016-17
Foodways Texas 2010
Green Sage Café, Asheville, NC 2015
Mast General Stores 2009
Omni Grove Park Inn, Asheville, NC 2009, 2011
Southeast Tourism Society 2013
Southern Foodways Alliance 2004, 2006
Tupelo Honey Café 2010, 2012-13



PRIMARY PROJECT CONTACT

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Haywood County Tourism Development Authority Credit Card Policy

PURPOSE:

The purpose of this policy is to ensure that occupancy tax funds are spent appropriately and in a manner which is in accordance with the mission of the Haywood County Tourism Development Authority.

ATTACHMENT:

Cardholder Agreement

AUTHORIZATION:

The Executive Director and Sales/Marketing/Social Media staff members will be issued a credit card in their name. Other staff members will be authorized to access the TDA credit card to make purchases. If it is determined that an employee's use of the credit card is not in the best interest of the TDA Department, the Executive Director may discontinue card privileges. In the event that the Executive Director violates the card use policy, the TDA Board Chairman may revoke card access.

ELIGIBILITY:

All authorized credit card users must agree to comply with all statutes, TDA policies, and procedures applicable to purchases, and must sign the Cardholder Agreement form (*attachment*), which outlines the proper uses for the credit card. The form will then be kept on file at the TDA office.

All charges to the TDA credit card should be incurred in the cardholder's official capacity and for authorized public purposes only. Personal use of the credit card is prohibited. Any employee violating the credit card use policy shall be personally liable for the amount charged, may have card access revoked, and may be subject to disciplinary action up to, and including, termination.

CARDHOLDER RESPONSIBILITIES:

The cardholder is responsible for:

- Maintaining the credit card in a secure location at all times.
- Ensuring the credit card is used for legitimate business purposes only.
- Adhering to the purchase limits and restrictions of the credit card.
- Ensuring that sales tax is included on all taxable purchases from suppliers located in North Carolina.
- Obtaining and placing all sales receipts in the appropriate folder in the filing cabinet; Providing missing receipts to the Administrative Assistant in a timely manner so receipts can be reconciled with the monthly statement.

- Attempting to resolve disputes or billing errors directly with the supplier and notifying the Administrative Assistant or Executive Director if the dispute or billing error is not satisfactorily resolved.
- Ensuring that an appropriate credit for the reported disputed item or billing error appears on a subsequent cardholder statement.
- Not accepting cash in lieu of a credit to the credit card account.
- Immediately reporting a lost or stolen card to the bank at one of the following numbers:
 - 1-800-564-1768 – Credit Card Line
 - 1-888-514-6849 – Credit Card Customer Service
 - 828-452-6300 – First Citizen Bank - Waynesville
- After reporting the bank card to the bank, immediately notifying the Executive Director of the lost or stolen bank card.
- Returning the bank card to the Executive Director upon terminating employment with the Haywood County TDA, or if requested to do so for any reason.

AUTHORIZED USES: *

- Booking travel and rooms for conferences and/or meeting attendance.
- Purchasing meals, as allowed in the TDA travel procedures.
- Paying for lodging when attending approved TDA county business and conferences.
- Hosting Travel Influencers, Site Visits, Contractors, etc. as it relates to TDA Business including travel expenses, meals and entertainment and accommodations.
- Paying for all approved TDA purchases.

UNAUTHORIZED TRANSACTIONS: *

- Personal uses.
- Cash advances.
- Any non-TDA related purposes.
- Alcoholic beverages, unless entertaining clients or providing for a special event, ie Elk Fest.
- Gift card purchases, unless necessary for per diem travel or providing to visiting travel influencers and site visit clients for travel expenses.
- Gasoline for any personal vehicle – (travel is reimbursed at the mileage rate).
- Betting, casino gambling, or other related activities.

**** The lists of authorized and unauthorized uses and transactions are not exhaustive. The guiding principle is to determine whether the expenditure is necessary for the authorized user to carry out their duties to the TDA and is an appropriate use of public funds.***

Haywood County Tourism Development Authority Cardholder Agreement

I, _____, agree to the following statements regarding the use of the Haywood County Tourism Development bank credit card issued by First Citizens Bank:

- I understand that I am being entrusted with access to the TDA bank card to make financial commitments on behalf of the TDA, and will restrict my purchases to approved department activities.
- I understand that, under no circumstances, will I use the TDA Credit card to make personal purchases for myself or others.
- I agree to comply with all bank Terms and Conditions, as well as the Haywood County TDA Credit Card Policy.
- I understand that accepting cash in lieu of a credit to the credit card account is prohibited.
- I will be responsible for the safekeeping of the credit card and will immediately report to the bank if the card has been lost or stolen. In addition, I understand it is my responsibility to notify the Executive Director as soon as possible after making a report to the bank.
- I understand that I must retain and file all original receipts in the appropriate folder in the black filing cabinet so that receipts may be reconciled with statements in a timely manner each month.
- I understand that, when using the credit card for meals while traveling, an itemized receipt for the meal, which includes number fed, meal, and/or beverage purchases, and sales tax breakout must be included.
- I understand that any purchases made are public record and subject to audit.
- I agree that, should I violate the terms of this agreement and use the TDA credit card for personal use or gain, I will reimburse the TDA for all incurred charges and any fees (including attorneys' fees and expenses) related to the collection of these charges. Any violation may result in the cancellation of the card.

I have read, understand, and agree to the conditions above:

Signature

Date

Signature represents receipt of card

Signature

Card Number

Expiration Date