

MINUTES
TRANSYLVANIA COUNTY BOARD OF COMMISSIONERS
September 26, 2016 – REGULAR MEETING

The Board of Commissioners of Transylvania County met in regular session on Monday, September 26, 2016 at 7:00 p.m. in Commissioners Chambers at the County Administration Building, located at 101 S. Broad Street, Brevard, NC. The regular meeting also included a joint session with Brevard City Council for the purposes of receiving and discussing the Parks and Recreation Master Plan.

Commissioners present were Vice-Chairman Larry Chapman, Jason Chappell, Chairman Mike Hawkins, Page Lemel and Kelvin Phillips. Also present were County Manager Jaime Laughter, County Attorney Tony Dalton and Clerk to the Board Trisha Hogan.

Present from the City of Brevard for the joint session were Mayor Jimmy Harris, Councilmembers Gary Daniel, Ann Hollingsworth, Maurice Jones, Charlie Landreth, and Mac Morrow, City Manager Jim Fatland, City Attorney Mike Pratt and City Clerk Desiree Perry.

Media: *The Transylvania Times* – Derrick McKissock

There were approximately 50 people in the audience.

CALL TO ORDER

Chairman Mike Hawkins presiding declared a quorum was present and called the Board of Commissioners' meeting to order at 7:03 p.m.

City Clerk Desiree Perry declared a quorum of Brevard City Councilmembers present. Mayor Jimmy Harris presiding called the Brevard City Council meeting to order at 7:05 p.m.

WELCOME

Chairman Hawkins welcomed everyone to the meeting and thanked the members of the public for participating in their local government. He introduced Commissioners and staff in attendance.

Mayor Harris thanked Commissioners for the opportunity to participate in this joint meeting to discuss the Parks and Recreation Master Plan. He welcomed everyone to the meeting and introduced members of Brevard City Council and staff in attendance.

Chairman Hawkins welcomed Mayor Harris, Brevard City Council and staff. Prior to the joint session, Commissioners had a few items of business to act upon.

PUBLIC COMMENT

Edwin Jones: Mr. Jones stated he is unsure what the proposed Brevard Bypass is supposed to accomplish; however, it is his opinion that the project will negatively impact citizens, therefore, he does not support it.

AGENDA MODIFICATIONS

There were no agenda modifications.

Commissioner Lemel moved to approve the agenda, seconded by Commissioner Phillips and unanimously approved.

CONSENT AGENDA

Commissioner Lemel moved to approve the Consent Agenda, seconded by Commissioner Chapman and unanimously approved.

The following items were approved:

DISCOVERY, RELEASE AND MONTHLY SETTLEMENT REPORT

Each month the Tax Administrator has a listing of proposed releases for that month. The Board of Commissioners has the responsibility of approving the releases. The August 2016 report indicates total tax dollars released was \$364.73 and refunds totaled \$2,293.62. Commissioners approved the Discovery, Release and Monthly Settlement Report for August 2016.

FLU VACCINE FEE UPDATE

Public Health Director Elaine Russell recommended to the Board of Health an increase in the flu vaccine fee from \$16.40 to \$18. The increase will offset the higher cost of the single dose flu units which are used in serving the schools or providing large scale flu clinics. The original fee of \$16.40 was based on the costs for multi-dose vials, which are less expensive. The Board of Health approved the adjusted flu vaccine fee as presented during their regular meeting on September 13, 2016. Commissioners approved the recommendation to adjust the flu vaccination fee to \$18.

APPOINTMENTS

TRANSYLVANIA NATURAL RESOURCES COUNCIL

The terms of Peter Chaveas, Steve MacLeod, Marshall McCallie and Mark Tooley expire at the end of September. Marshall McCallie and Steve MacLeod do not wish to be reappointed. Peter Chaveas and Mark Tooley are eligible and willing to be reappointed. There are two applications on file.

Commissioner Lemel moved to reappoint Peter Chaveas and Mark Tooley and to appoint Park Baker and Kent Wilcox to replace Marshall McCallie and Steve MacLeod at the end of their terms, seconded by Commissioner Chappell and unanimously approved.

NEW BUSINESS

MANAGER'S REPORT

The Manager reported the following:

- Early Voting to occur October 20-November 5 at new Elections Center and October 27-November 5 at Rosman Town Hall
- Western Regional County Clerks Conference was a success; hosted by Clerk to the Board and held in Commissioners Chambers; Clerks from Western NC and other County staff participated in educational opportunity
- New signage posted in Community Services Building; entryway changes will occur soon to restrict access points to maintain security
- Pumpkin Patch fundraiser at Silvermont to be held in October
- WCCA and Transylvania County Schools Partnership for NC-PreK classrooms at Brevard Elementary
 - Four year olds who have not attended preschool are eligible

- Spots still available
- Transylvania County is now listed as a participating Work Ready Community; more information at this website: <http://workreadycommunities.org/NC>; thanks to Commissioner Chappell for his leadership on this project to help market our community to future employers
- Open houses at ranger district offices to provide public with opportunity to talk with staff about local issues, district projects, and forest plan revision; Pisgah Ranger District open house is October 12 from 3:00 p.m. to 6:00 p.m.

As the County Commission member serving on the Board of Health, Commissioner Phillips commented that the Board of Health did not arbitrarily raise the flu vaccine cost. It was done in order to recoup costs and he wanted to stress that to the audience.

WORKSHOP – JOINT MEETING WITH BREVARD CITY COUNCIL

JOINT CITY AND COUNTY PARKS AND RECREATION MASTER PLAN

Parks and Recreation Director Carleen Dixon introduced the consultants from Barge Waggoner Sumner & Cannon, PROS Consulting and Watermark Land Services who would be making the presentation this evening.

Steve Fritts, a landscape architect with Barge Waggoner Sumner & Cannon, began the presentation. As stated during Ms. Dixon's introduction, three firms collaborated with officials from Transylvania County and the City of Brevard to develop the Parks and Recreation Master Plan. As the group started this process, they outlined several goals. They were: 1) more efficient delivery of services; 2) improve quality of existing parks and facilities; 3) if warranted, acquire land and add new facilities; and 4) make parks, trails, and open spaces a key component in economic development strategy.

They solicited stakeholder input by implementing several methods, including 11 focus groups discussions, public meetings, stakeholder interviews, several strategic plan task force meetings, and through a statistically valid mail survey (3,000 mailed to residents across county with 427 completed). The surveys were mailed to a good representative sample of the County depending on the population density.

Mr. Fritts, along with Leon Younger, President of PROS Consulting, presented the recommendations via Point Point presentation. This is a summary of the recommendations based on the identified goals:

Efficiency Delivery Recommendations

- Consolidate City and County parks and recreation functions (there are seven city-county combined systems in North Carolina)
 - Maximizes staffing levels
 - Supports a county-wide greenway
 - Eliminates duplication
 - Eliminates pricing variations
 - One-stop-shop
 - Maximizes the marketing of services
 - More competitive grant applications
 - Focus on what is needed for all residents
 - Stakeholder input: consolidation was 1st choice of more than 50%
- Joint Use Agreement with School System
 - Formal, written agreement
 - Ensure efficient use of park and school resources

- Design schools and parks to accommodate recreation and sports needs of both
- Maximize productivity and taxpayer value
- Potential joint funding of facilities and programs
- Community Centers
 - Association of active community centers under auspices of County government
 - Goal is to use the community centers to better meet the recreation, programming, and social needs of the entire community

Quality of Existing Parks

- Observations
 - Consultant team review of parks revealed that few elements of County or City parks are up to today's standards for high quality parks; this is due to the original design and age of the facilities
 - Exceptions are Brevard Greenway, Bracken Mountain, new facilities at Rosman Community Park, Silvermont, and Franklin Park
- Stakeholder Input
 - 57% of respondents are satisfied with the overall value they receive from the park system; national average is around 70%
 - 73% of survey respondents had at least one concern with parks they had visited
 - Outdated equipment and facilities
 - Park maintenance/cleanliness

Recommendations for Improving Quality of Existing Parks

- Master Plans should be prepared for all parks
 - Identify improvements that need to be made
 - Reconfiguration of resources
 - Prepare detailed budget for each and identify funding resources
 - ADA evaluation (top priority)
 - Joint City-County agreement
- Specific improvements at existing parks
 - Activity Center Park
 - Air conditioning in the gym
 - Various improvements to sports fields
 - Franklin Park
 - Champion Park
 - Pool is in bad need of repairs
 - Connestee Falls
 - Various improvements
 - Silvermont
 - Specific recommendations in study
 - City Sports Complex
 - Replace facility

Acquire Land/Add New Facilities

- Basis for recommendations
 - Stakeholder input
 - Level of service analysis
 - Population growth and recreation trends
 - Consulting team
- Recommend replacing City Sports Complex

- Facility design and age does not allow for appropriate repairs
- Replace at another location to avoid interruption in school and summer sports seasons
- Stakeholder desires
 - Walking trails
 - Biking trails
 - Greenways
- Recommendations
 - Add 3.77 miles to Brevard Greenway System
 - Prepare a joint County/City Greenways Master Plan
- Additional stakeholder desires
 - Small family picnic areas and shelters
 - Large community parks
 - Indoor swimming pools
 - Outdoor swimming pools
- Least met needs (none of these facilities now exist in the park system)
 - Off-leash dog parks
 - Indoor swimming pools
 - Skateboard parks
 - Pickleball courts
 - Disc golf courses
- Indoor Pool
 - Only facility in top five list of highest needs according to stakeholders
 - Most important, yet least met need
- Level of service analysis
 - Recommended level of service standard is 5.53 acres per 1,000 population
 - Current standard with Bracken Preserve is 15.75
 - Current standard without Bracken Preserve is 4.17
 - Industry standard practice is to not include a recommended standard for preserves
 - Recommended standard is low due to presence of national and State forest land (12 acres per 1,000 is a healthy number)

Land Acquisition Recommendations

- Based on level of service recommendation; acreage needed for each park type
- Recommended land acquisition
 - Community park 30-35 acres
 - Greenways 9-15 acres
 - Indoor center/neighborhood park 10-15 acres
 - Neighborhood parks 10-15 acres
 - Total 59-80 acres

New Park and Facility Recommendations

- Community Park
 - Seven youth baseball and softball fields to replace City Sports Complex and provide neighborhood park amenities
 - 73% of survey respondents support building high quality tournament facilities (downside is lack of hotel rooms to accommodate)
- 3.77 miles of a new greenways in Brevard
- Multi-generational indoor recreation center and adjacent neighborhood park
- Park maintenance facility (in a park); current conditions are unacceptable
- Clemson Plaza Park and Tannery Park

- Multi-Generational Center
 - Public demand
 - Second highest rank in needs expressed by survey respondents behind greenways
 - Level of service analysis
 - Shows need for indoor facility
 - Public health
 - “Lack of access to facilities” was a key issue in the Community Health Assessment
 - Social equity
 - Availability of indoor recreation facilities is very limited, particularly across all income levels
 - Center should be a partnership of the County, City, Brevard College, WCCA, School System, Transylvania Regional Hospital
- Blueways
 - Create a blueway along the French Broad including two additional river access points, mileage markers, etc.

Costs

The consultants made clear their understanding that the whole of the recommendations was outside of the County’s financial ability. It will be up to the elected boards to decide upon the priorities moving forward.

- Planning costs=\$240,000
- Capital costs: new parks=\$8,299,469
- Capital costs: existing park improvements=\$2,110,000
- Capital costs: facilities=\$19,300,000
- Capital costs: greenway trails=\$2,443,072
- Capital costs: blueways=\$75,000
- **Total Capital Improvement=\$32,227,541**

Economic Development

- Parks are a key part of “quality of life”
- Quality parks attract new residents
- Quality of place is critical to attract knowledge workers and new companies
- People are persuaded to relocate by quality of life factors; parks are a key part

Cost Recovery

- Industry best practices: 35-40%
- Transylvania County: 0.5%
- Current per capita spending on parks is below State and national averages
- Progress needs to be made in funding
- Implementing a more robust cost recovery model would provide diversity in funding
 - Core essential
 - Important
 - Value added
 - The level of service determines cost recovery and percentage subsidized

Programs (Future new and enhanced programs)

- Adult fitness and wellness
- Environmental education programs

- Community-wide special events
- Senior adult programs
- Outdoor skills/adventure programs

Vision

To be the conservation, park, and recreation leader of a vital, active, nature-based community.

Mission

Protect the region's natural heritage and provide quality recreation and park facilities that inspire a personal connection with the outdoors, and health and wellness related activities.

Implementation Plan (Vision, Goals, and Strategies)

- Parkland and trails
 - Create great parks and trails
- Facilities
 - Create destination recreational and educational facilities and amenities
- Programming
 - Develop additional core recreation programs to meet all age segments
- Operations and staffing
 - Create best practice county-wide park and recreation system that is the pride of all residents
- Financing
- Maximize every available financial resources to create and meet expectations of residents of the community for parks and recreation services

Recommended Priorities

- Continue implementation of a greenways system
- Provide new and updated parks and facilities to meet unmet demand
- Improve quality of the parks
- Provide equitable access to all
- Improve operational efficiencies

Next Steps

The Parks and Recreation Strategic Planning Task Force recommended that the County Commission and City Council adopt this master plan.

Discussion/Questions

Commissioners and Councilmembers discussed the presentation and offered the following comments:

- Mayor Harris pledged the City's commitment to work together with the County to determine where overlapping of services may apply, seek opportunities to centralize parks and creation services for efficiency purposes, and look for other synergies. He noted that while City Council has received the document presented here tonight, more time is needed to study it more in-depth.
- Mayor Harris noted that the study indicates that parks and recreation should be a central partner in combatting some of the complicated challenges our County faces, such as poor nutrition, hunger, obesity and physical inactivity. He wondered if the County had any data specific to Transylvania County with regard to these issues. Commissioner Phillips serves on the Board of Health and he informed Mayor Harris that staff could get those figures to the City.

Commissioner Lemel reported there has been a 33% increase in child poverty in the last five years in this County, so the opportunity to use parks and recreation services for our children is paramount for her. Mr. Fritts noted that the language in the study comes from the National Association of Parks and Recreation. One of their primary goals is to improve public health. It is included in the study because it was important to the strategic planning committee.

- Commissioner Chapman stated the needs presented by the consultants are overwhelming. He said the Board will need to determine their priorities and how best to use available financial resources. Commissioner Chapman was also concerned about the recommendation for additional greenways and trails when more than 50% of the County is comprised of federal and State forest land with several hundred miles of trails and the ability of the Board to find additional acreage. Mr. Fritts asked both boards not to overlook partnership opportunities. He recommended the boards begin conversations with various groups. He cited an example in another county where an entity paid \$5 million for a 20-year naming right to one of their facilities.
- Councilman Landreth stated he was ready to accept the plan as presented and charge a committee with members appointed by the City and County to lay out what the first 18 months of a new parks and recreation agency would look like, determine funding sources, develop goals and milestones, and figure out what can be accomplished now to avoid a phasing plan. Commissioner Lemel concurred and suggested using the City/County Parks and Recreation Strategic Planning Task Force as a starting place. The Task Force membership could be reevaluated if needed.
- Councilwoman Hollingsworth was concerned there was no recommendation to directly link the sports complex to the greenway system. Mr. Fritts said the consultants did not make that recommendation because it would depend on where a sports complex is located.
- Commissioner Lemel said it was striking to learn the amount of acreage needed to fill the needs of neighborhood parks. She believes the County can accomplish this by partnering with the School System and community centers to meet the needs of having neighborhood parks throughout the County. Mr. Fritts noted there could be security and patrol issues, particularly with the School System. The consultants did not take an in-depth look at community centers.
- Commissioner Phillips suggested one way to reduce the need for more acreage is to further develop and utilize our current fields. Mr. Fritts stated that a possibility is to upgrade the existing City Sports Complex, but construction would disrupt seasons for various programs. He believes if the decision is made to upgrade rather than relocate; a complete reconfiguration would be required.
- Commissioner Lemel commented that a tournament grade facility would be a tremendous asset, noting that other counties are benefiting from the increase in sales tax dollars to their respective counties. Mr. Fritts noted that such a facility would need to be top notch because the desire to have them is competitive.
- Commissioner Chappell inquired about recommendations for the City Sports Complex should a new complex be constructed in another location. Mr. Fritts recommended preparing a master plan that would combine the City Sports Complex and Activity Center as one facility and add multipurpose rectangular fields that can be used for soccer, lacrosse, rugby, etc.
- Mayor Harris supported the suggested to continue the City/County Parks and Recreation Strategic Planning Task Force and recommended including other partners, such as the Town of Rosman,

School System, Schenck Job Corps, Brevard College, Blue Ridge Community College, Transylvania Regional Hospital and local veterans organizations.

- The Manager stated that the question of consolidation is a very large and complex issue and should be worked out between the two entities. Other partners should be engaged when the discussion turns to new facilities. In addition, there remains much to be done in terms of master planning. The consultant pointed out ADA accessibility is an immediate need to ensure our public liability is covered and our facilities are accessible by the entire population. Because of these and other issues, it would be a challenge for the Boards to accept the plan before them tonight without ensuring buy-in on all the components. Mr. Fritts stated that from the consultants' perspective the only factor that would necessitate adoption of this plan is if either entity were applying for Parks and Recreation Trust Fund dollars.
- Commissioner Chapman asked about the role of State and National Forest Services and if there were partnership opportunities. Mr. Fritts' stated he was unsure of what their involvement might be, but he encouraged the City and County to discuss potential greenway connectivity to the Pisgah National Forest with them.
- Chairman Hawkins agreed with Commissioner Lemel's earlier comments about the ability to partner with others to meet the needs of having neighborhood parks throughout the County. He believes we can be creative about positioning our assets to provide the best services. Chairman Hawkins expressed concern that the consultants recommended adoption of the plan while at the same time being told we cannot afford it. He disagreed with that sentiment and stated that if parks and recreation is to be a cornerstone for our community, then it is doable but at a much lesser cost than the consultants' estimate. Chairman Hawkins responded to Commissioner Chapman's comments questioning the need for additional trails. He stated that forest trails and community bike paths are not equivalent, and the same people are not necessarily using both. Chairman Hawkins desires to find a way to come as close as possible to fulfilling the vision of the Master Plan. If both Boards share this vision, then it will be up to staffs to determine the path forward.
- Chairman Hawkins inquired about next steps, taking into consideration Mayor Harris' suggestion of adding members to the current task force. The Manager suggested delving further into the master planning aspect and then begin to flesh out the details of what consolidation of City and County parks and recreation services might look like if both Boards decide to move in that direction.
- Commissioner Chappell expressed the importance of having a clear-eyed view of the pros and cons of consolidation.
- Commissioner Phillips stated that he and other officials have not had enough time to read through and understand the entire Master Plan document. He requested additional time for review and suggested waiting until at least the next meeting before taking any action.
- Commissioner Lemel said she would like for the joint committee to meet and discuss consolidation possibilities. She believes that conversation needs to be had before discussing master planning for parks. She noted that money has been set aside in reserves for parks and recreation purposes, so perhaps the County could proceed on some master planning efforts while researching consolidation possibilities. Chairman Hawkins noted there are ADA compliance needs regardless of the consolidation decision. The Manager responded that the consultants

recommended two priorities that can be done collectively: ADA evaluation of existing facilities and the City/County greenway extension to possible bike/multi-use path to Mills River.

- Mayor Harris emphasized that the City has no recreation department and that their commitment to recreation has been passive (Bracken Mountain, Hap Simpson Park, Franklin Park, etc.). Where the City is most involved is with the City Sports Complex. Mayor Harris stated that the City is prepared to listen to any ways to improve efficiency and effectiveness for our residents. Should there be no consolidation, he believes it makes sense to come to some sort of agreement in areas where there is an overlapping of services.
- Councilman Landreth offered his thoughts on what should be done first. He stated that if we believe in the plan, then we would build an organization to fulfill and support the plan. As the Mayor stated, he recognized that the City does not have the organizational framework to deliver a recreational program, so there is no consolidation question on that point. The City's involvement in parks and recreation is purely auxiliary.
- Chairman Hawkins suggested that Commissioners, taking into account Commissioner Phillips' request for additional time to review the plan thoroughly, direct County staff to begin conceptualizing a path forward in terms of engaging the City and achieving a positive outcome in implementing portions of the plan that we think deserve to be implemented and also how to move forward with consolidation and master plan efforts. Staff could report back to Commissioners at the second meeting in October.

Councilmember Landreth moved that City Council adopt the County Commission's recommendation to empower City staff to work with County staff on the structure of a committee for implementation of the plan. The motion was seconded by Mayor Pro Tem Mac Morrow. Mayor Harris asked if the motion includes expanding the committee membership to other entities. Councilman Landreth replied he is giving it to staff for them to decide upon a recommended structure. The City Manager offered that staff can develop a draft. Councilwoman Hollingsworth said as she began reading the plan and recommendations from the consultant she wondered what could be saved from consolidation. However, she has come to see that this is more about being able to provide a higher level of parks and recreation services to the community that we serve. **The motion carried unanimously.**

Before adjourning the meeting of the City, Mayor Harris reported that he, Mayor Pro Tem Morrow and Commissioner Chapman travelled to Charlotte where the Daughters of the American Revolution and Sons of the American Revolution unveiled a marker honoring Dr. Ephraim Brevard whom our township is named after. He thanked Commissioner Chapman for traveling with them.

Councilman Landreth moved to adjourn the City Council meeting at 8:40 p.m., seconded by Councilman Jones and unanimously carried.

PUBLIC COMMENT

Carleen Dixon: Ms. Dixon is the Parks and Recreation Director. She thanked everyone involved in the process of developing the parks and recreation strategic plan. She stated there is a lot more work ahead.

Brady Odell: Mr. Odell asked Commissioners to elect kids to parks and recreation committee because they will be the heaviest users of these facilities.

Coty Ferguson: Mr. Ferguson is a member of the Parks and Recreation Commission. He encouraged Commissioners to look at the design-build method rather than the traditional design-bid-build method.

He agreed with Chairman Hawkins that greenways do in fact have a different type of user than trails in the forest and require a different type of bicycle. He suggested that if the greenway system is improved, the contention over the development of the Ecusta trail may subside somewhat. Although there are only seven combined parks and recreation systems across the State, he does not see that as being a negative, but rather as a sign of other communities willing to give up some control. He challenged Commissioners to think in this manner with regards to consolidation. Mr. Ferguson noted that there are successful parks and recreation programs across the State that Commissioners can look to as examples of how to move forward. Lastly, Mr. Ferguson reported that the City of Asheville has been awarded a \$15 million transportation grant for infrastructure improvements. The Board of Realtors in Brevard has expressed an interest in applying for funds to use toward a viable project. Congressman Meadows is willing to help in this regard.

Dr. Jeff Andersen: Dr. Andersen teaches recreation and sports management at Mars Hill University. He reminded Commissioners that when they developed a master plan a few years ago solely for the purposes of getting grant funds for Rosman Community Park, many members of the public were upset that the Board did not move forward with any of the recommendations. While he understands monies are needed to provide adequate parks and recreation, he said schools are in need of funds, too. For him, it is most important that the Board consider a return on investment. Mr. Andersen asked the Board to consider regional efforts as well, such as maybe an indoor pool project with the Town of Mills River.

Amanda Lamm: (The Clerk was unable to clearly hear the speaker's name.) Ms. Lamm stated firmly that the County needs a dog park. She said she travels to other towns for various reasons and many of them have dog parks which she frequents. Dog parks allow for animals to socialize and for their owners the ability to network with others.

COMMISSIONERS' COMMENTS

Commissioner Lemel thanked the community for allowing her the opportunity to attend the Advanced Leadership Corps at the School of Government last week. It gave her an opportunity to reflect and learn about her own leadership style, but also to talk to other local government leaders on how they have solved lots of common problems in their own communities.

Commissioner Chapman reported that he attended an information meeting at the library today on the design alternatives for Wilson Road improvements. He said he has been receiving phone calls from citizens upset about the fee schedule for parks and recreation. He asked staff to make a presentation at an upcoming meeting so Commissioners can have a better understanding of what the public is being charged to use these facilities. Lastly, Commissioner Chapman reported that he will be headed to Washington, DC this week with the NCACC Board of Directors to meet with the NC Legislative Caucus. He will share information upon his return.

Chairman Hawkins, in response to Mr. Andersen's public comment, stated that the Board is well aware that schools have needs. With that said, recreation is one of the cornerstone fundamentals of quality of life and economic development. He is convinced of what he hears from others across the State that if we pair our incredible natural assets with a first class recreational system, it would pay off tremendously. Chairman Hawkins said there are opportunities to partner and accomplish projects more efficiently to bring the cost down. He believes we have the ability to realize multiple projects without being unbearably onerous to the taxpayers.

ADJOURNMENT

There being no further business to come before the Board, **Commissioner Lemel moved to adjourn the meeting at 8:55 p.m., seconded by Commissioner Phillips and unanimously approved.**

Mike Hawkins, Chair
Transylvania County Board of Commissioners

ATTEST:

Trisha M. Hogan, Clerk to the Board