

TOWN OF FLETCHER

PRESTON BLAKELY
MAYOR

MARK E. BIBERDORF
TOWN MANAGER



COUNCIL MEMBERS:
JIM PLAYER
TREVOR C. LANCE
KEITH REED
AMBER MCKINNEY

Town Council Regular Meeting September 8, 2025 at 6:00 PM

Call the meeting to order at: 6:00 PM

Moment of Silence:

Pledge of Allegiance:

Public Comments:

"We will strive to uphold each citizen's First Amendment right to free speech. We will ensure a level of civility and decorum. We ask that all speakers be respectful and adhere to the three-minute time limit. Council is not expected to debate/discuss issues during public comment."

Approval of minutes - corrections, additions or deletions

- 1) Agenda Review Meeting August 4, 2025
- 2) Regular Meeting August 11, 2025

Council Updates

Consent Agenda

- 3) Tax refunds/releases

Discussion Items

- 4) Brief discussion on mowing moratoriums involving the removal of campaign signs during elections - Dwayne Hill, Thomas Redmond mowing.
- 5) Presentation from the Love and Respect Community for Recovery- Alivia Turner, Director of Operations.
- 6) Selection of individual(s) to fill the vacancies on the Parks & Recreation Advisory Board.
- 7) Selection of a representative from Fletcher to serve on the Water & Sewer commission.

- 8) Selection of individual to fill vacancy on the ABC Board
- 9) Presentation on 2024 Crime Rates and Police Operations - Dan Terry, Police Chief.
- 10) Discussion of potential storm water improvement grant program for private property owners - Mark Biberdorf, Town Manager

Town Manager Report

Department Reports

- 11) August Reports

Adjourn

Upcoming Events

Family Fun Festival September 20, 2025

Agenda Review Meeting October 6, 2025

Regular Meeting October 13, 2025

Fall Shred/Pill drop event October 24, 2025, from 10:00 to 2:00 pm

Halloween Carnival October 25, 2025

Fall Food Pantry October 27, to November 15, 2025

"This Institution is an equal opportunity provider."

Town of Fletcher
Town Council Agenda Review Meeting
Minutes
August 4, 2025

Call the meeting to order at: 6:00 PM

Those who were in attendance are as follows:

Mayor Preston Blakely
Mayor Pro-Tem Trevor Lance
Councilmember Keith Reed
Councilmember Amber McKinney
Councilmember Jim Player
Planning & Zoning Director Eric Rufa
Public Works Director Jabbo Pressely
Town Manager Mark Biberdorf

Moment of Silence:

No comments were made at this time.

Pledge of Allegiance:

No comments were made at this time.

Public Comments:

Joe Black of 340 Howard Gap Road commented on all the traffic accidents as well as speeding in the area, and he would like something done about it.

David Todd of 96 Wilkie Way thanked the town council for their service to the town. He commented on the storm water/drainage issues located at/near his property and said that he looked forward to hearing the report/information that Mr Cathey had to say on this matter.

Approval of minutes - corrections, additions or deletions

Agenda Review Meeting July 7, 2025

Regular Meeting July 14, 2025

No comments were made at this time.

Council Updates

No comments were made at this time.

Consent Agenda

None at this time.

Discussion Items

Discussion of and possible approval of matching funds for two grants related to the Cane Creek Greenway extension.

Planning & Zoning Director Eric Rufa went over the matching grants that Conserving Carolina applied for on behalf of the town. The total amount that we would have to commit to for both grants is \$393,941.00. Some of these funds are already in the CIP, but a budget amendment would have to be made for the second grant.

Discussion Followed:

This item will be moved to the consent agenda for next week as the council agrees to the matching funds for this project.

Review of stormwater issue on Wilkie Way - Ben Cathey, McGill Associates

Ben Cathey of McGill Associates went over his recently completed report of the storm water study at the 96 Wilkie Way area in Fletcher Hills subdivision.

Discussion Followed:

After some discussion, the council agrees that they are interested in hearing from the homeowners at 105, 109 & 115 Wilkie Way to see if they have been impacted by any storm water issues. They have asked the town manager to reach out to these residents to see if they have been affected by this in any way and report back to the council.

Status of revolving funds application to DEQ for sewer project - Mark Biberdorf, Town Manager

Town Manager Mark Biberdorf stated, "I have talked to you previously about state revolving loan funds that have been appropriated to be used for water and sewer projects. This would be for the extension of sewer lines to Westfield Road, North Hudson Lane and Dogwood Terrace. I filled out the pre-application which would be followed by a full application process.

I have engaged the services of Land of Sky to help with the full application process and the funding as well. They have advised that we need to demonstrate that residents in this area are having issues with their septic systems. We will be sending out a survey to residents that live in the targeted area.

Discussion Followed:

Appointment to newly created water and sewer commission - Mayor Preston Blakely

Mayor Blakely went over the memo concerning an appointment to the Water & Sewer Commission to represent Fletcher on this board. He mentioned several residents who had applied to other boards as possible suggestions. He also asked council if they knew of anyone that may be interested in this particular board.

Discussion Followed:

The council will look into individuals that may be interested in serving on this board for discussion next week at the regular meeting.

Town Manager Report

On the park, repairs from Helene, the ball fields, dog park and multipurpose are essentially done. On the second phase, the stream bank at the back of the park near Mills Gap road has been completed, and they will be working on the bridge next and then finish up with the stream bank repairs in the main portion of the park.

Last month I mentioned the waterway and debris cleanup is well underway and that is happening in Cane Creek and other areas. Before they can work on this, they have to do an environmental assessment to make sure that they do not cause any damage. The county at the LGCCA meeting mentioned that they are 95% complete with debris removal in the right of way, but they are still working on the private property cleanup.

On the town center project you have an updated version of the marketing brochure that we will be sending this out to as many developers as we can.

First Citizens Bank has reached out to us again about doing a Fall Community appreciation shred event. I am not sure that we will be able to have a pill drop as well, because the date that has been selected does not work well for the police department as they already have something scheduled for that day. The date for the event is October 24, 2025, from 10:00 to 2:00 pm.

Department Reports

July Reports

Adjourn

Mayor Blakely asked for a motion to adjourn.

Councilmember Jim Player motioned to adjourn, and it was seconded by Mayor Pro-Tem Trevor Lance.

Motion all in favor.

Adjourned at: 7:01 pm

Upcoming Events

Regular Meeting August 11, 2025, at 6:00 pm

Painting Class August 16, 2025, in Bill Moore Community Park

Concert in the Park August 16, 2025

Agenda Review Meeting September 2, 2025 "Tuesday"

Regular Meeting September 8, 2025

Family Fun Festival September 20, 2025

Fall Shred/Pill drop event October 24, 2025, from 10:00 to 2:00 pm

Halloween Carnival October 25, 2025

Approved.

Date

Signed

Town of Fletcher
Town Council Regular Meeting
Minutes
August 11, 2025

Call the meeting to order at: 6:00 PM

Those who were in attendance are as follows:

Mayor Preston Blakely
Mayor Pro-Tem Trevor Lance
Councilmember Keith Reed
Councilmember Jim Player
Councilmember Amber McKinney
Town Manager Mark Biberdorf

Moment of Silence:

Mayor Blakely led the group in a moment of silence.

Pledge of Allegiance:

Mayor Blakely led the group in the pledge of allegiance.

Public Comments:

No comments were made at this time.

Approval of minutes - corrections, additions or deletions

Agenda Review Meeting July 7, 2025

Regular Meeting July 14, 2025

Mayor Blakely asked council for any corrections or deletions to the minutes as presented. If not do a have a motion to approve the minutes as presented.

Councilmember Keith Reed motioned to approve the minutes and it was seconded by Councilmember Jim Player.

Motion all in favor.

Council Updates

No comments were made at this time.

Consent Agenda

Acceptance of a grant in the amount of \$100,000 from the Connecting Communities to State Trails Program and approval of the required match in the amount of \$100,000.

Acceptance of a grant in the amount of \$293,441 from the Great Trails State Program and approval of the required match in the amount of \$293,441.

Mayor Blakely asked for any comments or questions pertaining to these two items and if not do I have a motion to approve the consent agenda as presented?

Councilmember Jim Player motioned to approve the consent agenda and it was seconded by Councilmember Keith Reed.

Motion all in favor.

Discussion Items

Review of stormwater issue on Wilkie Way - Mark Biberdorf, Town Manager.

Town Manager Mark Biberdorf stated that last week you heard from Ben Cathey of McGill Associates, who did a review/study of the storm water issues at 96 and 6 Wilkie Way.

He went through a list of recommendations, and we had a request from the property owner to install a weir plate near the existing culvert to restrict the flow of water through the pipe. It was recommended by the council to reach out to the other property owners listed in the report (105, 109 & 115 Wilkie Way) to see how they might have been affected by this. I talked to the owner at 105 Wilkie Way, and he did not think that this would have an impact on his property because it sits up high enough that they do not have any issues. The owners of 109 and 105 were not interested in this at all.

Discussion Followed:

After some discussion, the council agrees that the staff has done its due diligence and agrees with the engineer and town attorney that it would be a liability for us to make any changes to the culvert.

Status of revolving funds application to DEQ for sewer project - Mark Biberdorf, Town Manager

Town Manager Mark Biberdorf stated that I did not have any more information from last week. Back in July, I talked to you all about the availability of state revolving funds that came about as a result of Helene for water and sewer projects. This would be for the residents on these three streets which would go from septic to sewer. (Westfield Road, North Hudson Lane & Dogwood Terrace) I had our intern send out a letter and a survey to these residents as to the status of their septic system. Hopefully the survey will help us getting this grant. Land of Sky is helping us with this.

Discussion Followed:

Appointment to newly created water and sewer commission - Mayor Preston Blakely

Mayor Preston Blakely asked about possible applicants for this board. The City of Hendersonville and Henderson County, through an Interlocal agreement, have put this board together and have asked for a recommendation from us to represent this area.

Discussion Followed:

The town clerk will reach out to the city of Hendersonville and Henderson county to try and get more information on this board (meeting times and places etc). Also, she will reach out to the individuals mentioned in the agenda memo to see if any of them would like to serve on the Water & Sewer Commission.

Town Manager Report

On the park repairs, we finished the first phase (ball fields, multi-use courts & dog park). We have had two reviews at this point and the second list which I received today did not have as many items on it. We are hoping that these final items will be completed soon.

On the second phase in the park, they are working on the bridge repairs and then the streambank repairs. They finished the streambank repairs down near Mills Gap Road, and now they are starting to work on the bridge in the park. They had to build an access road on the Copart property in order to get the materials and equipment in there. Once they complete the bridge, they will work on the streambank repairs in the park.

Debris clean-up from Helene is continuing, and it is going well. They have to do some level of environmental review as well.

Councilmember Keith Reed stated that he met with FEMA last Friday and the county no longer has jurisdiction over the clean-up. It has now all been given to the state. All the handbooks and rulebooks with the guidelines to go by have all been changed and no longer apply.

Discussion Followed:

On the town center document, I showed you the final completed marketing document and I received the powerpoint from McGill Associates to share with prospective parties that may be interested.

We will be doing the Shred event in coordination with First Citizens Bank on Friday October 24, from 10:00 to 2:00.

Department Reports

July Reports

Adjourn

Mayor Blakely asked for a motion to adjourn.

Councilmember Jim Player motioned to adjourn, and it was seconded by Councilmember Amber McKinney.

Motion all in favor.

Adjourned at: 6:30 pm

Upcoming Events

Painting Class August 16, 2025, in Bill Moore Community Park

Concert in the Park August 16, 2025

Agenda Review Meeting September 2, 2025 "Tuesday"

Regular Meeting September 8, 2025

Family Fun Festival September 20, 2025

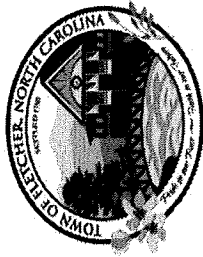
Fall Shred/Pill drop event October 24, 2025, from 10:00 to 2:00 pm

Halloween Carnival October 25, 2025

Approved.

Date

Signed



Town of Fletcher
Tax Collector's Office
300 Old Cane Creek Rd.
Fletcher, NC 28732
(828) 687-3985

September 2025 Releases /Refunds

Release Year	Release#	Name	Reason	Amount	Real Value	Personal Value
2025	1	WETMORE TREE CARE, INC.	OUTSIDE FLETCHER LIMITS		\$57.90	18,801.00
	2	EMTELLE	LATE LIST PENALTY LISTED ON TIME		\$2,095.92	
	3	DONALD LYNN JONES	OUTSIDE FLETCHER LIMITS		\$7.55	2,451.00
	4	TOYOTA MOTOR CANADA	LATE LIST PENALTY LISTED ON TIME		\$1.83	
	5	TOYOTA MOTOR INDIANA	LATE LIST PENALTY LISTED ON TIME		\$6.83	
	6	TOYOTA MOTOR KENTUCKY	LATE LIST PENALTY LISTED ON TIME		\$23.87	
	7	TOYOTA MOTOR MISSISSIPPI	LATE LIST PENALTY LISTED ON TIME		\$5.60	
	8	VISIONS STUDIO LLC	OUTSIDE FLETCHER LIMITS		\$13.34	

Total to be released for September

\$2,212.84

TOWN COUNCIL MEETING: September 2025

MEMORANDUM

TO:

FROM:

COPY TO:

DATE:



SUBJECT: Brief discussion on mowing moratoriums involving the removal of campaign signs during elections - Dwayne Hill, Thomas Redmond mowing.

Background:

Recommendation:

Attachments:

None

MEMORANDUM

TO:

FROM:

COPY TO:

DATE:



SUBJECT: Presentation from the Love and Respect Community for Recovery- Alivea Turner, Director of Operations.

Background:

Recommendation:

Attachments:

None

MEMORANDUM

TO: Fletcher Town Council & Town Manager

FROM: Christine Thompson, Town Clerk

COPY TO: Parks & Recreation Director Josh Queen

DATE: 8/26/2025

SUBJECT: Selection of individual(s) to fill the vacancies on the Parks & Recreation Advisory Board.



Background:

Attached are several applications to the Parks & Recreation Advisory Board for your review. There are currently two vacancies on this board and one term expiration, as well. Mr Rich Haschke has submitted an application to be reappointed to this board as his term expires in October. Ms. Johanna Spindola has applied to this board as well as the Water & Sewer Commission board. As she is seriously interested in getting on one board or the other.

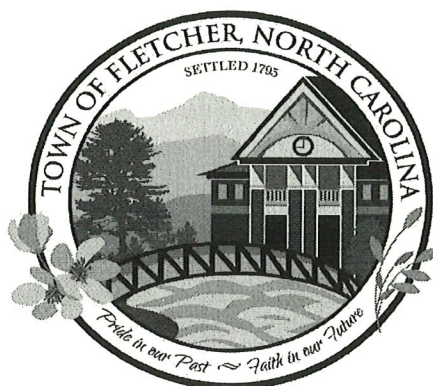
Recommendation:

To fill the open seats on this board as all applicants seem more than qualified.

Attachments:

1. P & R applications

RECEIVED
8-5-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

The Town of Fletcher Town Council believes that all citizens should have the opportunity to participate in governmental decisions. One way of participating is by serving as a citizen member of one of the Town's various boards. If you wish to be considered for an appointment to a board, please complete the information below and return it to the Town Clerk at 300 Old Cane Creek Road, NC 28732. For more information you may contact Town Hall at (828) 687-3985.

Name: Katherine Taylor

Home Address: 504 West Glensprings Court Fletcher NC 28732, ye

My residence is located with the Town of Fletcher city limits: Yes No (circle one)

How long have you lived in Fletcher: 14 years

E-mail Address: Ktbug1030@gmail.com

Home Phone: 8284214562 Work Phone: 8287755338

Occupation: PHYSICAL THERAPIST Years in Position: 16 years

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District Henderson Male _____ Female X
Race: White X Black _____ Hispanic _____ Native American _____
Other _____

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes _____ No X _____ If yes please explain disposition.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

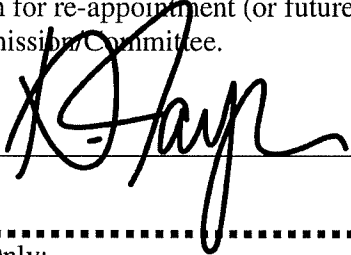
1. Parks and Recreation Advisory Boarc
2. _____
3. _____

What do you feel are your qualifications for serving on the board requested?

I live in this area and have young children who are very involved with Fletcher sports and attend summer camps. We utilize facilities at the park for parties and other personal meetings, exercise, and recreation. I am also a physical therapist who recommends my patients utilize Fletcher Park/Bill Moore Park for personal exercise. I have a personal vested interest in this community. I am a professional and a mother in the community which can provide a great insight and perspective.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any

Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

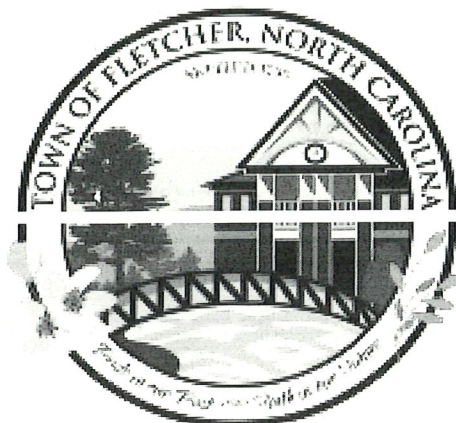
Signature:  Date: 8/5/2025

.....
Office Use Only:

Date Received: 8-5-25

Date Forwarded to Council: _____

RECEIVED
8-22-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

The Town of Fletcher Town Council believes that all citizens should have the opportunity to participate in governmental decisions. One way of participating is by serving as a citizen member of one of the Town's various boards. If you wish to be considered for an appointment to a board, please complete the information below and return it to the Town Clerk at 300 Old Cane Creek Road, NC 28732. For more information you may contact Town Hall at (828) 687-3985.

Name: Patrick Nard

Home Address: 170 Park Side Drive #304

My residence is located with the Town of Fletcher city limits ☒ Yes ☐ No (circle one)

How long have you lived in Fletcher: 4 years 10 months

E-mail Address: patricknard@gmail.com

Home Phone: 845-893-3635 Work Phone: n/a

Occupation: Cybersecurity Analyst Years in Position: 2

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District 1 Male x Female _____

Race: White ☒ Black _____ Hispanic _____ Native American _____ Other _____

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes _____ No ☒ If yes please explain disposition.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

1. Parks and Recreation Advisory Board
2. _____
3. _____

What do you feel are your qualifications for serving on the board requested?

During 15 years in the fitness industry, I spent a significant amount of time managing very large facilities, working with fire departments, building inspectors, health inspectors, and contractors to ensure compliance and successful project management.

From 2018-2019 I oversaw the brand new construction of a 5500 square foot fitness facility in a small town with strict zoning regulations and historic preservation guidelines. We had to ensure that everything from our window designs to exterior lighting complied with the requirements of the town.

These experiences have given me insight into the mandates these boards have to build a community in their citizens and residents' visions.

Living next to Bill Moore Community Park, I have probably visited the park over 1000 times with my children and dogs. It is one of my favorite places of any I have visited and it brings character, community, and soul to Fletcher. I believe that the park, supporting it, and enabling access to it, should be central to all decisions made by the board.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

Signature:_____ **Date:**_____

Office Use Only:

Date Received: 8-22-25

Date Forwarded to Council: _____

RECEIVED
7-27-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

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Name: Julie Hunter

Home Address: 129 Lance Forest Rd. Fletcher

My residence is located with the Town of Fletcher city limits: Yes No (circle one)

How long have you lived in Fletcher: 5 months

E-mail Address: pepitojah@gmail.com

Home Phone: 910-590-6436 Work Phone: _____

Occupation: Retired (Educator) Years in Position: 34

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District FL Male _____ Female ✓
Race: White ✓ Black _____ Hispanic _____ Native American _____
Other _____

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes _____ No ☒ If yes please explain disposition.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

1. Parks + Recreation Advisory Board

2. _____

3. _____

What do you feel are your qualifications for serving on the board requested?

As a former educator, I served in many capacities that required me
to work with, and along side, community members and all other stakeholders
involved in public schools. This included my role(s) as high school Principal,
Athletic Director, Coach and teacher.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any

Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

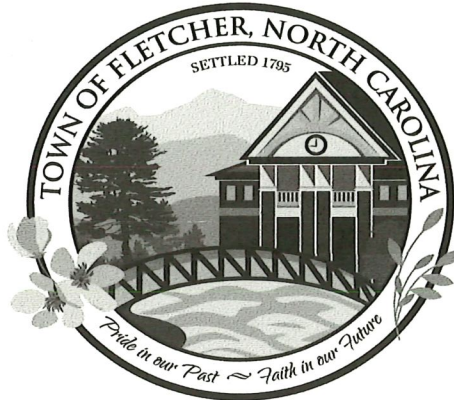
Signature: Julie Heather Date: 7/28/2025

.....
Office Use Only:

Date Received: 7-28-25

Date Forwarded to Council: _____

RECEIVED
8-17-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

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Name: Helen Dixon

Home Address: 181 CARBOWELL LN

My residence is located with the Town of Fletcher city limits: ☒ Yes ☐ No (circle one)

How long have you lived in Fletcher: 4 years

E-mail Address: helensaylor75@gmail.com

Home Phone: _____ Work Phone: 856 979 8231 - cell

Occupation: Small BIZ owner Years in Position: 11 years

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District _____ Male _____ Female ☒
Race: ☒ White _____ Black _____ Hispanic _____ Native American _____
Other _____

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes _____ No ☒ If yes please explain disposition.

N/A

Board(s) / Committee(s) Interested In: (Please list in order of preference)

1. Parks & Rec Advisory Board
2. ABC Board
3. _____

What do you feel are your qualifications for serving on the board requested?

I serve as HOA President on the HOA in my community. I am on the Beautification & Social Committee in my community. I served on the PTO for my daughters school I am a small business owner. I have many great professional connections for fundraising.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any

Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

Signature: Nelson Dixon Date: 8-12-2025

.....
Office Use Only:

Date Received: 8-12-25

Date Forwarded to Council: _____

RECEIVED
8-19-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

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Name: Shelby Henderson

Home Address: 191 Fletcher View Drive, Fletcher, NC 28732

My residence is located with the Town of Fletcher city limits: ☒ Yes ☐ No (circle one)

How long have you lived in Fletcher: 7 Years

E-mail Address: srbrintnall@yahoo.com

Home Phone: 336-918-4755 Work Phone: _____

Occupation: HR Executive/Stay-at-home Mom Years in Position: 10 years

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District _____ Male _____ Female X

Race: White ☒ Black _____ Hispanic _____ Native American _____
Other _____

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes _____ No ☒ If yes please explain disposition.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

1. Parks & Recreation Advisory Board
2. _____
3. _____

What do you feel are your qualifications for serving on the board requested?

I am interested in serving on the Parks & Recreation Advisory Board due to a deep interest in the Parks & Rec department in Fletcher, NC. I live in Fletcher and have been visiting Bill Moore Community Park multiple times a week for over 7 years. I have spent the last 10 years in various HR capacities within Western North Carolina. I currently sit on the Board of Directors for Brother Wolf Animal Rescue in Asheville, NC. I feel my personal interest, professional experience and Board experience would make me a great fit for this Board. I have experience in fundraising as well as policy creation that could be utilized were I chosen to serve our community.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any

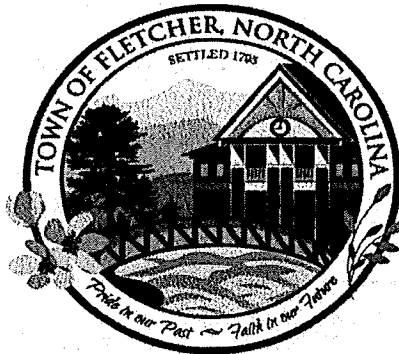
damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

Signature: *Shelby Henderson* Date: 08/15/2025

.....
Office Use Only:

Date Received: 8-19-25

Date Forwarded to Council: _____



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

The Town of Fletcher Town Council believes that all citizens should have the opportunity to participate in governmental decisions. One way of participating is by serving as a citizen member of one of the Town's various boards. If you wish to be considered for an appointment to a board, please complete the information below and return it to the Town Clerk at 300 Old Cane Creek Road, NC 28732. For more information you may contact Town Hall at (828) 687-3985.

Name: Richard Haschke
Home Address: 40 Higgins Rd, Fletcher, NC, 28732
My residence is located within the Town of Fletcher city limits: ☒ Yes ☐ No (circle one)
How long have you lived in Fletcher: 4+ years
E-mail Address: ~~fhaschke@fletcher-nc.com~~ rhaschke8@yahoo.com
Home Phone: N/A Work Phone: 828.378.4444
Occupation: Business owner Years in Position: 1.5 years

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District: 4 Male ☒ Female ☐
Race: White ☒ Black ☐ Hispanic ☐ Native American ☐
Other ☐

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes _____ No ☒ If yes please explain disposition.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

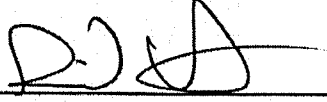
1. Parks + Rec Advisory
2. _____
3. _____

What do you feel are your qualifications for serving on the board requested?

I currently serve on the Board and would
love to serve another term.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any

Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

Signature:  Date: 7.21.25

.....
Office Use Only:

Date Received: _____

Date Forwarded to Council: _____

RECEIVED
8-14-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

The Town of Fletcher Town Council believes that all citizens should have the opportunity to participate in governmental decisions. One way of participating is by serving as a citizen member of one of the Town's various boards. If you wish to be considered for an appointment to a board, please complete the information below and return it to the Town Clerk at 300 Old Cane Creek Road, NC 28732. For more information you may contact Town Hall at (828) 687-3985.

Name: Nicole Gardner

Home Address: 65 Wildbriar Rd, Fletcher, NC 28732

My residence is located with the Town of Fletcher city limits: Yes No (circle one)

How long have you lived in Fletcher: 5 years

E-mail Address: ngardner4913@gmail.com

Home Phone: 614-209-5649 Work Phone: _____

Occupation: Marketing & Advertising Years in Position: 20

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District _____ Male _____ Female X
Race: White X Black _____ Hispanic _____ Native American _____
Other _____

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes _____ No X _____ If yes please explain disposition.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

1. Parks & Recreation Advisory Board
2. _____
3. _____

What do you feel are your qualifications for serving on the board requested?

I'm the president and social coordinator for our HOA, with experience leading
community projects and organizing events. My background in marketing helps me
promote programs and connect with residents. As a parent of a young family who loves
visiting our parks and playing sports there, I'm passionate about keeping them vibrant
and welcoming for everyone.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any

Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

Signature: Nicola Gardner Date: 8/14/25

.....
Office Use Only:

Date Received: 8-14-25

Date Forwarded to Council: _____

RECEIVED
8-25-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

The Town of Fletcher Town Council believes that all citizens should have the opportunity to participate in governmental decisions. One way of participating is by serving as a citizen member of one of the Town's various boards. If you wish to be considered for an appointment to a board, please complete the information below and return it to the Town Clerk at 300 Old Cane Creek Road, NC 28732. For more information you may contact Town Hall at (828) 687-3985.

Name: Johanna Spindola

Home Address: 121 N Wintergarden Rd

My residence is located with the Town of Fletcher city limits: (Yes) No (circle one)

How long have you lived in Fletcher: 4.5 yrs

E-mail Address: Johanna.spindola@clarknexsen.com

Home Phone: 312 609 9579 Work Phone: _____

Occupation: Architect Years in Position: 9

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District 4 Male _____ Female x

Race: White x Black _____ Hispanic x Native American _____

Other _____

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes_____ No X If yes please explain disposition.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

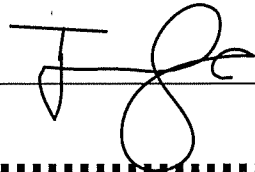
1. Parks & Recreation Advisory Board
2. _____
3. _____

What do you feel are your qualifications for serving on the board requested?

As an organizing and fundraising member of the AIA WNC, and my involvement in workplace event organizing, I am well-versed in organizing community-oriented events and initiatives. I try to create events that are inclusive, accessible and enjoyable to a wide range of community members. I am also someone who takes advantage of and appreciates the local parks, and is interested in giving back to the community.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any

Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

Signature:  Date: 8/25/2025

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Office Use Only:

Date Received: _____

Date Forwarded to Council: _____

MEMORANDUM

TO: Fletcher Town Council

FROM: Christine Thompson, Town Clerk

COPY TO: Mark Biberdorf

DATE: 8/26/2025

SUBJECT: Selection of a representative from Fletcher to serve on the Water & Sewer commission.



Background:

Attached are the applications for an individual to serve on the Water & Sewer Commission. All the applicants have previously submitted applications to serve on the Planning Board, but I did reach out to them concerning this board and all have replied to me saying that they are interested in serving on this board. Upon review, all applicants seem more than qualified to serve on this board.

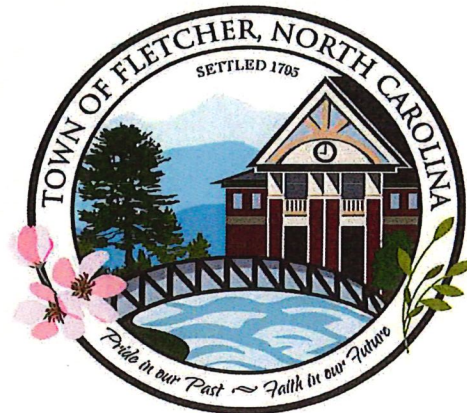
Recommendation:

That council select an individual to serve on this board from the enclosed applications.

Attachments:

1. Water & Sewer commission applications

RECEIVED
2-6-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

The Town of Fletcher Town Council believes that all citizens should have the opportunity to participate in governmental decisions. One way of participating is by serving as a citizen member of one of the Town's various boards. If you wish to be considered for an appointment to a board, please complete the information below and return it to the Town Clerk at 300 Old Cane Creek Road, NC 28732. For more information you may contact Town Hall at (828) 687-3985.

Name: Jacob Compher

Home Address: 23 Oak Court - Fletcher, NC 28732

My residence is located within the Town of Fletcher city limits: ☒ Yes ☐ No (circle one)

E-mail Address: ~~j.compher@outlook.com~~ mr. j.compher@gmail.com

Home Phone: (828) 329-7277

Work Phone: (828) 250-4871

Occupation: Planner

Years in Position: 5

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District 3 Male ☒ Female

Race: White ☒ Black Hispanic Native American
Other

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes ☒ No ☐ If yes please explain disposition.

During my teenage years and early twenties, I struggled with a drug and alcohol addiction that went beyond experimentation. Unfortunately, this resulted in possession of a controlled substance (marijuana), possession of paraphernalia, and consumption/possession of alcohol convictions on my record from where I am originally from along the coast of North Carolina.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

1. Zoning Board of Adjustment
2. Planning Board
3. Parks and Recreation Advisory Board

What do you feel are your qualifications for serving on the board requested?

My experience in local government has given me the opportunity to present and work with members on similar boards in different jurisdictions. I have presented and acted as a clerk to similar citizen boards in Henderson County, NC, Baltimore County, MD, and currently for Buncombe County, NC. I received my MPA from Appalachian State in 2017 and have been working in local government development since I graduated. I obtained my CZO (Certified Zoning Official) in 2020, as well as, my unmanned aircraft license, and am testing for my CFM (Certified Floodplain Manager) at the end of August. I am also an active non-provisional broker licensed by the NC Real Estate Commission (License # 311470). I have witnessed countless members sacrifice their time to ensure the community develops in compliance with codes, comp plans, and ideals. I would be honored to have the same privilege in shaping my own community.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any

Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

Signature:

Date: 08/07/23

.....
Office Use Only:

Date Received: 2-6-25

Date Forwarded to Council:

RECEIVED
11-21-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

The Town of Fletcher Town Council believes that all citizens should have the opportunity to participate in governmental decisions. One way of participating is by serving as a citizen member of one of the Town's various boards. If you wish to be considered for an appointment to a board, please complete the information below and return it to the Town Clerk at 300 Old Cane Creek Road, NC 28732. For more information you may contact Town Hall at (828) 687-3985.

Name: Jonathan Mitchel (Mitch) Brevard

Home Address: 86 Bolling Meadow Rd Fletcher NC 28732
My residence is located with the Town of Fletcher city limits: ☒ Yes ☐ No (circle one)

How long have you lived in Fletcher: 26 months

E-mail Address: mitch.brevard@gmail.com

Home Phone: 229-947-7705 Work Phone: _____

Occupation: Sales Years in Position: Sales / 7 years

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District 1 Male ☒ Female ☐
Race: White ☒ Black ☐ Hispanic ☐ Native American ☐
Other _____

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes _____ No If yes please explain disposition.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

1. Planning & Zoning
2. _____
3. _____

What do you feel are your qualifications for serving on the board requested?

Having grown up in Elkton, I have an understanding of the town's history, values, and community needs. My professional experience includes working with businesses to solve complex issues and leading groups to achieve common goals. My time living in both larger & smaller communities has given me broad perspective on planning, growth and development.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any

Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

Signature: Justin B Date: 1/20/25

.....
Office Use Only:

Date Received: 1-21-24

Date Forwarded to Council: _____

RECEIVED
5-27-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

The Town of Fletcher Town Council believes that all citizens should have the opportunity to participate in governmental decisions. One way of participating is by serving as a citizen member of one of the Town's various boards. If you wish to be considered for an appointment to a board, please complete the information below and return it to the Town Clerk at 300 Old Cane Creek Road, NC 28732. For more information you may contact Town Hall at (828) 687-3985.

Name: Johanna Spindola

Home Address: 121 N. Wintergarden Rd, Fletcher, NC 28732

My residence is located with the Town of Fletcher city limits: ☒ Yes ☐ No (circle one)

How long have you lived in Fletcher: 4 Years

E-mail Address: johanna.spindola@clarknexsen.com

Home Phone: 312-609-9579 Work Phone: 828-519-0824

Occupation: Architect Years in Position: 7

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District 4 Male ☐ Female ☒
Race: White ☒ Black ☐ Hispanic ☒ Native American ☐
Other ☐

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes _____ No X If yes please explain disposition.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

1. Planning Board/ZBA Vacancy – District 4 Seat
2. _____
3. _____

What do you feel are your qualifications for serving on the board requested?

I am a licensed Architect with experience designing a wide range of building types
in Western North Carolina and beyond. I am also Director of Outreach and Co-Chair of
the Advocacy Committee within the American Institute of Architects (AIA) Western
North Carolina chapter. I am deeply committed to the sustainable, functional, and
community-oriented development of the built environment, and look forward to applying
this dedication to my own community.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any

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Signature: Johanna Spindola Date: 05/22/2025

.....
Office Use Only:

Date Received: 5-29-25

Date Forwarded to Council: _____

9960208 Taxes Paid 11-12-24
\$ 1,204.56

JOHANNA SPINDOLA

ARCHITECT

☎ 312-609-9579

✉ johanna.spindola@clarknexen.com

📍 121 N Wintergarden Rd
Fletcher, NC 28732

PROFILE

Johanna Spindola is a licensed architect living in Fletcher, North Carolina. She has a diverse background in the architecture and construction field. She also extends her design expertise into volunteerism, where she demonstrates her commitment to a community-oriented and sustainable community.

EDUCATION

2016-2018

WASHINGTON UNIVERSITY IN ST. LOUIS

- Master of Architecture

2010-2014

UNIVERSITY OF ILLINOIS AT CHICAGO

- Bachelor of Science in Architecture

WORK EXPERIENCE

2023 - PRESENT

CLARK NEXSEN INC., ASHEVILLE, NC

ARCHITECT

- Design & develop diverse commercial projects across Western North Carolina, including navigating various code & zoning regulations

2022 - 2023

CARLTON-EDWARDS, ASHEVILLE, NC

PROJECT MANAGER

- Designed & developed high-end residential projects from conception through construction

2021 - 2022

EDGENS HERZOG ARCHITECTS, ASHEVILLE, NC

PROJECT MANAGER

- Designed & developed high-end residential projects from conception through constructions

2019 - 2021

SPACE ARCHITECTS+PLANNERS, CHICAGO, IL

ASSOCIATE

- Designed & developed diverse commercial & residential projects across the Chicagoland area, including navigating various code & zoning regulations

2014-2016

BUGAJ ARCHITECTS, CHICAGO, IL

ARCHITECTURE & INTERIOR DESIGN ASSISTANT

- Assited in various architectural & interior design tasks, including drawing development

VOLUNTEERISM

- Current **Director of Outreach** for the American Insitute of Architects (**AIA**) Western North Carolina Chapter
 - Provides mentorship and networking opportunities for local architects and industry-adjacent professionals
 - Organizes events and resources for local Emerging Professionals and Young Architects in WNC
- Co-Chair of the **AIA Advocacy Committee**
 - Currently advocating for communities in Asheville in collaboration with NCDOT regarding the spatial impacts of the current I-26 design
- Organizer of the Clark Nexsen **Community Collective** in Asheville, which coordinates local volunteerism among our staff.
 - Past partner organizations include Asheville Humane Society, Riverlink, MANNA FoodBank, Habitat for Humanity & Appalachian Community Relief

MEMORANDUM

TO: Fletcher Town Council
FROM: Christine Thompson, Town Clerk
COPY TO: Mark Biberdorf, Town Manager
DATE: 8/26/2025
SUBJECT: Selection of individual to fill vacancy on the ABC Board



Background:

After advertising this vacancy for more than several months, we have only received one application from Ms. Rachel Nard, who has an accounting background, seems qualified to fill the vacant seat on the ABC Board.

Recommendation:

Council select Ms Nard to serve on the ABC Board.

Attachments:

1. ABC board application

RECEIVED
7-18-25



Application for Appointed Boards/Commissions/Committees Fletcher Town Council

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Name: RACHEL NARD

Home Address: 170 PARK SIDE DR, 304

My residence is located with the Town of Fletcher city limits: ☒ Yes ☐ No (circle one)

How long have you lived in Fletcher: 5 years

E-mail Address: NARD, RACHEL@GMAIL.COM

Home Phone: 646-522-3332 Work Phone: _____

Occupation: ACCOUNTING MANAGER Years in Position: 2

It is the Town Council's goal to maintain a balance of membership on its Boards/Commissions or Committees based on race, gender and voting district residency.

Voting District 1 Male _____ Female ☒
Race: White ☒ Black _____ Hispanic _____ Native American _____
Other _____

Have you been convicted on any formal charge of professional misconduct, criminal misdemeanor or a felony in any jurisdiction?

Yes _____ No ☒ If yes please explain disposition.

Board(s) / Committee(s) Interested In: (Please list in order of preference)

1. ABC BOARD OPENING
2. _____
3. _____

What do you feel are your qualifications for serving on the board requested?

I AM A PRIOR SMALL BUSINESS OWNER AND
NOW ACCOUNTING MANAGER. WE PROVIDE ANYTHING FROM
BOOKKEEPING TO FRACTIONAL CFO SERVICES. I FREQUENTLY
NEED TO DRAFT & ANALYZE BUDGETS FOR CLIENTS.

I understand this application is public record and I certify that the facts contained in this application are true and correct to the best of my knowledge. I authorize and consent to the background checks and to the investigation and verification of all statements contained herein as deemed appropriate. I further authorize all information concerning my qualifications to be investigated and release all parties from all liability for any damages that may result from this investigation. I understand and agree that any misstatement may be cause for my removal from Board/Commission/Committee. I understand regular attendance to any Board/Commission/Committee meeting is important and accordingly, I further understand that if my attendance is less than the standards established for any body that this is cause for removal. Lacking any written standards for attendance by any Board/Commission/Committee it is expected that I will attend at least 75% of all meetings during any one calendar year to maintain my seat on any

Board/Commission/Committee to which I may be appointed. This form will remain on file in the Office of the Town Clerk and requests for updates will be sought prior in any consideration for re-appointment (or future appointment) to any Board/Commission/Committee.

Signature: Radul Nard Date: 7/16/25

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Office Use Only:

Date Received: 7-18-25

Date Forwarded to Council: _____



FLETCHER POLICE DEPARTMENT

TEAMWORK - PROFESSIONALISM - DEDICATION

DANIEL D. TERRY
CHIEF

August 21, 2025

To: Town Manager Biberdorf and Council
From: Chief D. Terry
Ref: 2024 Crime Rates and Police Operations

Manager Biberdorf and Town Council,

Below you will find the crime rate for the Town of Fletcher for the last eleven years. We have records for the last seventeen years. In both scenarios you will find the last two years to have the lowest crime rate, with rates of 1473.1 and 1435.3 respectively.

The 2024 crime rate, 1435.3, is based upon a population of 100,000. If Fletcher had 100,000 residents, we would expect 1435 of them to have been victimized during 2024. This is how crime numbers are determined so comparisons can be made across different locations.

There are a lot of variables that relate to crime causation and trends tend to go up and down for various reasons. When statewide crime rates are released I believe we will see a general decrease in crime overall across the state and nation.

However, I do believe what we do as a department makes a difference, and has a direct impact on crime, disorder, traffic safety, attitude of the community, etc. Some of the principles we operate from as we strive to "be the best" are:

- Working together as a team, no one person is greater than another
- Being visible in the community
- Making it uncomfortable for would be criminals
- Not tolerating poor behavior, even activities considered low-level criminal behavior
- Conducting thorough and detailed investigations
- Promoting ongoing training for staff
- Hiring only those that fit the professional culture of the department
- Providing "above and beyond" service when possible
- Being responsive to authentic needs and concerns of the community

What you can do to support our operations and help keep crime low are:

- Support our goal to increase and enhance training opportunities
- Ensure staff are paid appropriately for a professional police department
- Continue to recognize the efforts and positive performance of staff when appropriate.

300 OLD CANE CREEK ROAD, FLETCHER NC 28732
PHONE (828) 687-7922 – FAX (828) 654-8046
Email: d.terry@fletchernc.org

				Town of Fletcher Crime Index						
	Index	Violent	Property	Murder	Rape	Robbery	Assault	Burglary	Larceny	MVT
2014	1701.7	26.8	1674.9	0	0	1	1	51	67	7
2015	1624	52.8	1571.2	0	0	2	2	59	55	5
2016	2182.4	90.9	2091.5	1	1	0	5	71	84	6
2017	1524.6	37.5	1487.1	0	1	1	1	42	68	9
2018	1647.2	73.8	1573.4	0	1	1	4	58	61	9
2019	2921.6	84.9	2836.7	0	0	1	6	153	70	11
2020	2237.7	212	2025.7	0	1	1	16	76	78	18
2021	2074.5	87.5	1987	1	0	1	5	48	100	11
2022	1872.7	162.3	1710.4	0	5	2	6	43	84	10
2023	1473.1	49.1	1424	0	0	2	2	30	73	13
2024	1435.3	73	1362.4	1	1	1	3	34	70	8

Please let me know if there are questions, concerns, or additional details needed to elaborate on any of the aforementioned principles.

Respectfully,



Chief D. Terry

MEMORANDUM

TO: Mayor & Council

FROM: Mark Biberdorf, Town Manager

COPY TO: Heather Taylor, Assistant Town Manager
Jabbo Pressley, Public Works Director

DATE: 8/19/2025

SUBJECT: Discussion of potential storm water improvement grant program for private property owners - Mark Biberdorf, Town Manager



Background:

Attached for Town Council's information is a memo outlining a potential grant program for providing assistance with storm water improvements on private property. Also attached is a grant program example from a municipality in Florida.

Recommendation:

This is informational only at this time.

Attachments:

1. Memo to Council. Discussion of Stormwater Grant Program
2. Stormwater Grant Guidelines. City of Jupiter
3. Stormwater Grant Application_2025 U071125

MEMORANDUM

TO: Mayor and Town Council

FROM: Mark E. Biberdorf, Town Manager *MEB*

COPY TO: Heather Taylor, Assistant Town Manager
Jabbo Pressley, Public Works Director

DATE: August 19, 2025

SUBJECT: Discussion of Potential Stormwater Improvement Grant Program for Private Property Owners

Background:

Stormwater services in the Town of Fletcher are confined to the Town's right of way. Any improvements outside of that right of way are largely the responsibility of the private property owner. This is at times a challenge and source of confusion for property owners as they sometimes think that the Town provides stormwater improvements on private property when flooding occurs in their general vicinity.

Requests for assistance with flooding issues are a common occurrence for many local governments. The Town of Fletcher also receives these calls from time to time depending on the circumstances and location. We are in turn not able to provide much assistance since the area in question is frequently located outside of the Town maintained right of way or may have to do with a North Department of Transportation right of way.

Grant Programs for Stormwater Assistance Outside of the Right of Way:

Some communities have helped to address the need for stormwater improvements or maintenance on private property by providing direct grants to property owners. Councilman Lance recently found some information about the Town of Jupiter, Florida providing such grants. A copy of Jupiter's grant guidelines and grant application are attached for Council's information. I will provide some additional background on this at the Agenda Review meeting.

I have also reached out to other local governments in North Carolina and found that there are some communities here that are providing grant assistance for stormwater improvements on private property. Through communication with the managers' listserv, I found at least three other municipalities that are doing something similar. I am currently in the process of looking at their guidelines and application process. The cities that have responded with this information are Gastonia, Shelby, and Clemmons.

Next Steps:

I have also reached out to the School of Government about this topic to make sure we are doing our due diligence in terms of any general statute limitations on this topic. There is also something about only providing services that meet a public purpose of expending local government funds. I believe that this does since other local governments are doing similar grant programs.

Once we have cleared these topics and I know that Council is interested in developing our own grant program, we can discuss a funding source and developing our own grant guidelines and application.

If you should have any questions regarding this item prior to the Agenda Review meeting, please feel free to contact me.

MEB/meb

Attachments

Private Stormwater Improvement Grant Program

Policy Guidelines and Eligibility

Purpose:

The Town of Jupiter offers the Private Stormwater Improvement Grant Program as a mechanism to encourage Homeowners Associations and other private entities located within the Town of Jupiter municipal boundaries to improve water quality discharges from private stormwater management systems, provide erosion control of private lake banks and stormwater detention areas, and minimize the occurrence of flooding in residential neighborhoods. Ultimately, the Program is intended to enhance, protect and preserve the receiving water bodies of the Loxahatchee River, Sims Creek, Jones Creek, and the Intracoastal Waterway.

Financial Assistance:

The matching grant reimbursement program may provide financial assistance for up to a maximum of 50% of the actual construction cost of eligible improvements. However, no minimum or maximum grant award is guaranteed. Matching grant awards are subject to the discretion and approval of the Jupiter Town Council, budget availability, and grant application compliance with program criteria. Under this Program, private entities are required to pay for the improvements in full and submit requests for reimbursement to the Town for completed projects. Reimbursement is contingent upon approval of field inspections by the Town of Jupiter Stormwater Utility.

Eligibility:

To be eligible for a grant, the proposed project must meet the following criteria:

1. Located within the Town of Jupiter municipal boundaries.
2. Proposed improvements are new. Maintenance of existing infrastructure, such as repairs to stormwater pipe and structures, is ineligible for this program.
3. Proposed improvement will have a significant beneficial impact in at least one of the following areas:

1. Water Quality – reduction in nutrients (e.g. nitrogen, phosphorus), bacteria, or other unfavorable constituents within the private stormwater management system prior to discharging to the Town’s drainage system or receiving water body. Examples of improvements that promote improved water quality include but are not limited to exfiltration trench, grassed swales, constructed wetlands, water quality inlets, separation devices, and aerators, fountains, or other mechanism to induce water circulation and increase dissolved oxygen in lakes and ponds.
2. Flood Mitigation – resolves a nuisance flooding issue. Examples include installation of new stormwater pipe, structures, grassed swales, and or detention area designed by a licensed professional engineer.
3. Erosion Control – minimize bank erosion in detention ponds and lakes to maintain storage capacity, prevent sediment and nutrients from negatively impacting water quality, and stabilize lake and pond banks. Improvement examples include but are not limited to installation of geo-tubes, geotextile fabric, erosion control mats, and rock rip rap.

Grant Application Process:

Grant applications are due by March 31 and September 30 each year. Applications will be reviewed for eligibility then ranked based on alignment with Program objectives and cost effectiveness by a Committee consisting of 3 Town of Jupiter Utility staff, including the Director of Utilities. For an application to be deemed ready for review it must include the following items.

1. Completed Private Stormwater Improvement Grant Application Form
2. Contractor quote(s) to verify quantities and costs of the proposed improvements
3. Photos of existing conditions annotated with notes for the proposed improvements
4. Engineering drawings, if required for design and permitting of infrastructure, such as stormwater pipe and structures.

Applications can be mailed to the attention of Utilities Field Administration, Town of Jupiter Utilities, 17403 Central Boulevard, Jupiter, FL 33458, submitted via e-mail to stormwater@jupiter.fl.us or submitted online at:

Private Stormwater Improvement Grant Application

Received applications will be reviewed within 30 days of receipt by the Town. If the proposed project is deemed eligible for grant funding the applicant will be required to complete the Town's vendor package. In addition, applicant will be required to sign a grant agreement which will be presented to Town Council for consideration of approval. The grant agreement between Town of Jupiter and the private entity will contain specific information on how the grant will be managed and how reimbursement will be disbursed. Paid invoices are required to certify actual costs.

Scoring:

Grant applications which are complete and eligible for grant funding will be scored by the Committee using the two scoring criteria, Project Impact and Cost Effectiveness, each section receiving a score from 0-5, 0 being not applicable, 3 is acceptable, while 5 is excellent for a total up to 10 points. A minimum score of 6 by a majority of the Committee is necessary for consideration of a grant award.

1. Project impact on one or more of the following objectives:
reduction in nutrients (e.g. nitrogen, phosphorus), bacteria, or other unfavorable constituents within the private stormwater management system prior to discharging to the Town's drainage system or receiving water body, resolving a nuisance flooding issue, and/or minimizing bank erosion.
2. Cost effectiveness of the proposed improvements, where the cost is reasonable and verifiable for the effort required to complete the work, and the results are worth the cost.

Should you have any questions please contact Utility Field Administration, at **561-741-2705**.



Private Stormwater Improvement Grant Application

Complete this application in its entirety with appropriate statements and requested documentation. Applications can be mailed to the attention of Utilities Field Administration, Town of Jupiter Utilities, 17403 Central Boulevard, Jupiter, FL 33458, submitted via e-mail to stormwater@jupiter.fl.us or submitted online at www.jupiter.fl.us/1732/Stormwater-Improvement-Grant. Emails should be delivered with a Read Receipt requested to confirm delivery to the Town and include "Private SW Improvement Grant Application" in the subject heading.

APPLICANT INFORMATION

First Name:

Last Name:

Company Name:

FEIN:

Street Address:

City:

Zip Code:

State:

Phone Number:

Email Address:

PROJECT CONTACT INFORMATION

List the contact information for the individual managing the project.

First Name:

Last Name:

Title:

Phone Number:

*Email Address:

PROJECT ENGINEER CONTACT INFORMATION

List the contact information for the project engineer.

First Name:

Last Name:

Phone Number:

*Email Address:

PROJECT DETAILS

Provide a brief description of the project:

Explain the benefit this project provides:

PROJECT FUNDING INFORMATION

Funding Amount Requested:

NOTE: Amount Requested may not exceed 50 percent of total project cost

Total Project Cost:

Applicant’s Match Amount:

Source of Other Funds:

Does the applicant have funds available and budgeted to pay for the applicant’s share of the project cost?

List all the permits required for this project. If applicant has already applied for any of the needed permits, provide the application date(s) and status. If permits have already been received, include copies when submitting the application.

Is this project being done in response to permit-condition issues or enforcement actions taken against the applicant by the Town of any other agency?

If yes, please explain:

Has the applicant received funding from the Town for another project within the past five (5) years?

Can the project be completed and operational within one year of the potential award of the grant?

I certify and agree that the statements and information contained in this application are true, accurate and complete.

Applicant:

Date:

*Florida has a very broad public records law. Under Florida law, e-mail addresses are public records. The Town makes every effort to protect individual privacy, but may be compelled to provide e-mail addresses in some circumstances under Florida law. If you do not wish to provide your e-mail address when applying for this grant, applications can be printed and mailed to the attention of Utilities Field Administration, Town of Jupiter Utilities, 17403 Central Boulevard, Jupiter, FL 33458.

**Public Works Department
Monthly Report
August 2025**

Brush Pick Up

Public Works collected 300 brush orders which produced 360 Cyds of brush. All brush is now disposed of at the Henderson County Landfill.

Vehicles

Maintenance was performed on 10 police cars, 6 Public Works Vehicles and 1 P&R vehicles.

Sanitation

For the month of June, Public Works collected 182.37 tons of garbage for a daily average of 8.69 tons.

Parks & Rec

Repairs were made to the outer greenway trail. Public Works hauled gravel, regarded the walking trail and cut two large, dead trees.



DANIEL D. TERRY
CHIEF

FLETCHER POLICE DEPARTMENT

TEAMWORK - PROFESSIONALISM - DEDICATION

MEMORANDUM

To: Mark Biberdorf, Town Manager
From: Chief D. Terry
Date: September 4, 2025
Re: August 2025 Monthly Report

Training & Professional Development:

- Officer Kicklighter completed a week-long Crisis Intervention Team training that enhances officer's abilities and resources in dealing with those suffering from mental illness.
- Sergeant Wolfe attended Virtual Academy's 2-day in-person first-line leadership and supervision course.
- Officers Cucchiara and Fogle attended the 32-hour Standard Field Sobriety Testing course which enables them to appropriately perform roadside tests on those suspected of driving impaired.
- Captain Fulmer and Detective Gonzalez were instructors for the AB-Tech Basic Law Enforcement Training Academy, Captain Fulmer teaching Individuals in Crisis and Detective Gonzalez, the First Responder Course.

We had a total of 517 calls for service for the month of August. This does not include 1400 extra security checks. Fifty-four incident reports were filed. Fifteen of these incidents required some type of investigative follow-up to be conducted. Forty-six citations were issued for a total of 58 charges. Fourteen auto accidents were reported and 28 arrests made.

Activities of interest for the month of August include:

- The Fletcher Police Department participated in a local saturation patrol and checkpoint operation being coordinated by the Biltmore Forest Police Department. Both operations were completed on Hendersonville Rd, in the vicinity of the Blue Ridge Parkway. Results consisted of (75) total enforcement actions being taken, to include, (3) DWI arrests, (2) fugitives arrested on warrants, and the recovery of methamphetamine, marijuana, paraphernalia, and Glock 20 handgun with an extended magazine.
- During the month, officers made (9) warrants arrests, (7) marijuana arrests, (3) fentanyl arrests, (3) DWI arrests, and (2) methamphetamine arrests.
- Officers responded to a check on well-being of the sales clerk at the Shell Station at 5445 Asheville Highway. The sales clerk was found to be intoxicated. Investigation revealed

300 OLD CANE CREEK ROAD, FLETCHER NC 28732
PHONE (828) 687-7922 – FAX (828) 654-8046
Email: d.terry@fletchernc.org

she had stolen wine from the Shell Station consuming the wine on the premises as she worked. She was charged with Larceny by an Employee.

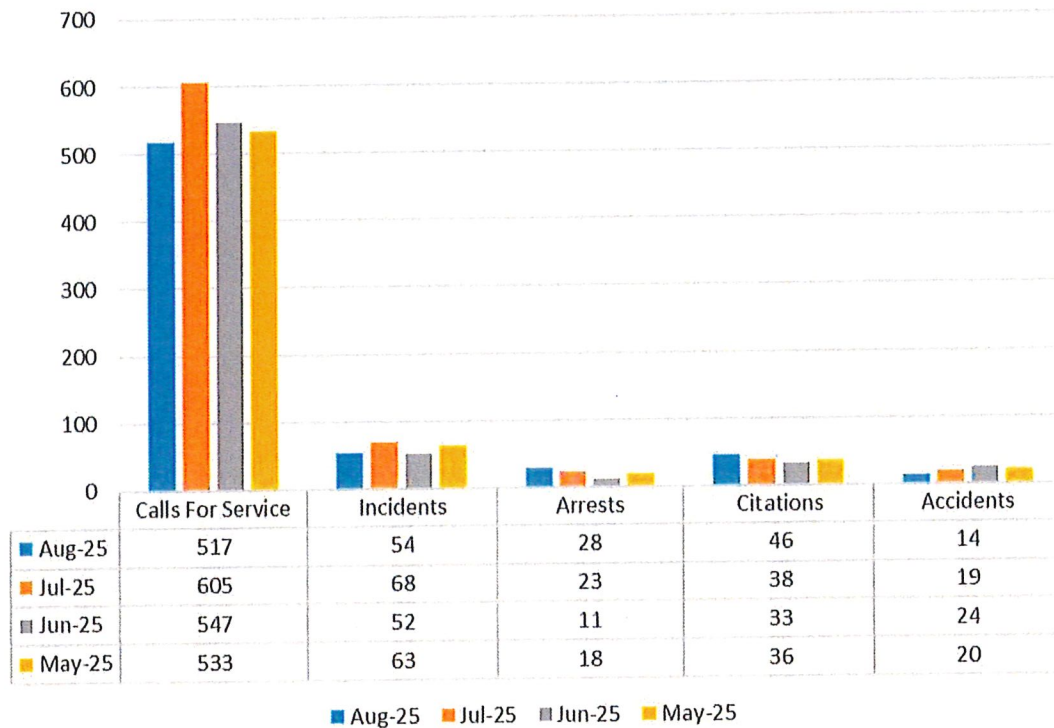
- A customer from Mercedes Benz did not receive the documentation of her recent vehicle purchase via email as promised. She returned to the dealership to obtain her documents and noticed her signature appeared forged. An investigation was initiated. Working alongside the dealership the department learned the finance manager had altered and/or forged (16) different purchases. He was arrested and charged with (21) felonies to include charges for Uttering a Forged Instrument, Identity Theft, Obtaining Property by False Pretenses, Exploitation of the Elderly, and Common Law Forgery.
- Officers responded to a call of a person walking down the middle of Airport Road. Vehicles were swerving in traffic to miss him. He refused to exit the roadway upon the command of officers and continued walking down the center line. Officers had to block traffic and follow him to keep him from getting hit. As officers attempted to stop him he ran into the parking lot of a nearby restaurant. He continued to refuse orders to stop and was tased as he headed towards the occupied restaurant. The offender was charged with Impeding the Flow of Traffic, Disorderly Conduct, and Resisting a Public Officer.
- An officer was checking on an unoccupied suspicious vehicle parked at the Super 8 Hotel. While he was checking the vehicle he observed someone watching him from a hotel room. Moments later a call for an in-progress fight at the McDonalds was dispatched. The officer responded to the fight determining there was no fight. He returned to the Super 8 Hotel and found the vehicle in questions was now gone. An investigation determined the owner of the vehicle had made a false call to 911 to distract the officer so he could leave the hotel. The offender was identified and charged with Driving While License Revoked, Misuse of 911, False Report to the Police, and Obstructing a Public Officer.
- Officers received a report from a family member reporting the caretaker of their mother, who suffered with dementia, had been stealing from her. Subsequent to the investigation warrants were taken out against offender for Exploitation of the Elderly and Obtaining Property by False Pretenses. The offender avoided meeting with or speaking with officers who then made arrangements with the offender's previous employer to take the offender into custody when she arrived to pick up her last check.
- Community engagement activities for the month of August consisted of attendance at the Land of Sky BBQ, The Coves National Night Out Block Party and the bi-weekly Henderson County Investigators meeting. The department met with Safelight to discuss their upcoming Acute Forensic Program. The department hosted a tour for Scouting Troop 61 and also provided official letters in support of the Henderson County Adult Recovery Court's grant requests.

Respectfully Submitted,

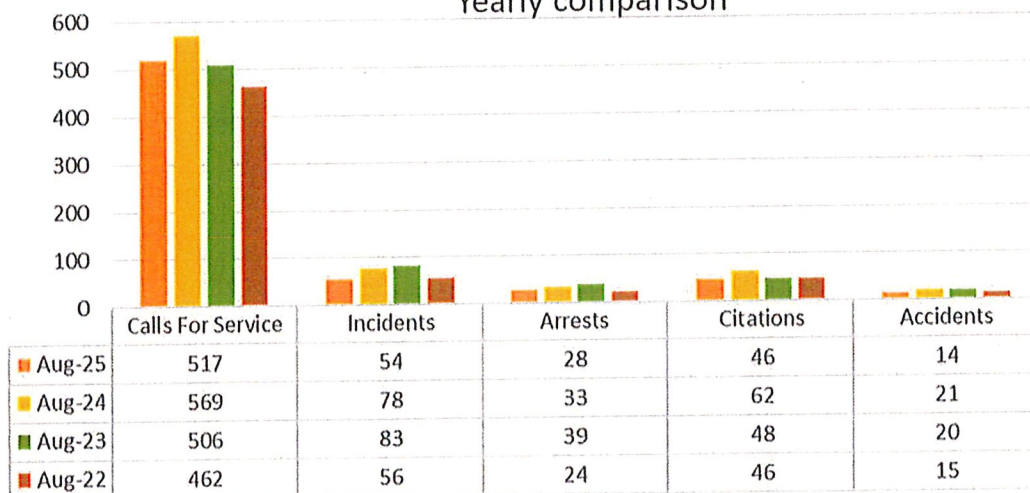


Chief Dan Terry

Fletcher Police Department - August - 2025 Monthly Comparison



Fletcher Police Department - August- 2025 Yearly comparison



**FLETCHER POLICE DEPARTMENT
CRIMINAL INV DIVISION
AUGUST 2025 STATISTICS**

OFFENSE	MONTHLY ACTIVITY 2025					CUMULATIVE 2025				
	ASSIGNED	CLEARED w/ ARREST	EXCEPTIONALLY CLEARED	ADMINISTRATIVELY CLEARED	UNFOUNDED	OPEN PENDING	CLEARED BY ARREST	EXCEPTIONALLY CLEARED	ADMINISTRATIVELY CLOSED	UNFOUNDED
ARSON										
ASSAULT/BATTERY							1			
B&E (COMMERCIAL)							7			
B&E (RESIDENTIAL)						1			1	
B&E (TO MOTOR VEHICLE)		1				1	2	1	2	
CHILD ABUSE (PHYSICAL/NEGLECT)					1				1	3
CRIMINAL DAMAGE										
CRIMINAL TRESPASS										
DEATH INVESTIGATIONS						2				2
DOMESTIC VIOLENCE										
DRUG INVESTIGATIONS							3			
ELDER ABUSE-FINANCIAL							2			
ELDER ABUSE-PHYSICAL									2	
FINANCIAL CRIMES/ID THEFT	3	2		2		1	2		6	
HARASSMENT/INTIMIDATION										
HOMICIDE										
LARCENY		1					1	1		
MISSING PERSON (ADULT)										
MISSING PERSON (JUVENILE)										
MOTOR VEHICLE THEFT/UUMV						1			1	1
ROBBERY										
SEX OFFENSE							2		1	
SUICIDE/ATTEMPTED										
OTHER										
TOTAL	3	4	0	2	1	6	20	2	14	6
LAST MONTH	5	8	0	1	2					
YEAR-TO-DATE										

Department of Social Services			2025 YTD
TOTAL CASES REVIEWED	1		14
TOTAL CASES ASSIGNED	0		9

**71 % Clearance rate for
August 2025**

66% Year-To-Date Clearance

CITIZEN ASSIGNMENT LETTERS SENT 4 67

Monthly Update— August 2025

Planning & Zoning

Planning Board/ZBA – The Board met on August 19. At the meeting, the Board approved the design for a new commercial retail/office/production building (12,000 sq ft) next to the UFCU on Hendersonville Road. This review was required under the “Heart of Fletcher” Overlay Design review standards. The building will house a small retail operation for a local chocolate company, as well as their offices and production for two other sites elsewhere. The building will also have a leased tenant space.

- Continued day to day issuance of permits, fielded inquiries about potential new developments, and responded to miscellaneous complaints (various complaints involving zoning, solid waste, and/or junked vehicles.
- Continued work on implementation of various minimum measures related to the Town’s MS4 Stormwater Permit. Continued discussions and work with Mary Roderick from LOS and Chris Brown from McGill on various aspects of the program. Met with Chris Brown from McGill again on August 26 in order to prepare for an upcoming audit of the stormwater program by the state on October 6/7,
- Have been continuing to monitor properties with substantially damaged structures from Helene.
- Working w/ Conserving Carolina and McGill on next steps for potential extension of the Cane Creek greenway. Following Council’s commitment of matching funds for two grants, we will be back in touch soon with Conserving Carolina and McGill on next steps to prepare for completing construction drawings which are required as part of an environmental review that is necessary before we can get under contract for the grants.
- Preparing for the transition to a new director (who starts Sept 15) as I prepare for retirement on Oct. 31.
- Participated in meeting with Town Manager and Retail Strategies Aug 20.

Fletcher Parks and Recreation Department

Monthly Report – August 2025

Programs & Events

Fletcher Farmers Market

The Fletcher Farmers Market takes place every Tuesday at **Bill Moore Community Park** from 3:00 PM to 6:00 PM. Our season wraps up on **September 2nd**. It has been a great season with 16–20 vendors each week.

Free Yoga in the Park

Soul Summit offered free yoga sessions every Monday in August 2025 as part of their "Free Yoga at the Park" series. These sessions were held at Bill Moore Community Park. These sessions provide a valuable wellness opportunity for residents and remain a key part of our park programming.

Pickleball Clinic

Our beginner pickleball clinic on **August 9th** was a great success! Due to high interest, another class is being offered in September, which has already sold out.

Art in the Park

Art in the Park was held on August 15th in the Steelcase Shelter. Bethany Adam led participants in a painting class, and everyone was able to take their artwork home. The event was a great success.

Concert in the Park

The Concert in the Park took place on August 16th at Bill Moore Community Park. We had a great turnout to enjoy The Showboat Band. Unfortunately, the concert was cut short due to heavy rain.

Land of Sky Regional Council

We hosted the **Land of Sky Regional Council Summer BBQ** on August 20th at Bill Moore Community Park. It was a wonderful celebration for our local governments and community, recognizing the hard work and accomplishments of the past year.

Fletcher Baseball/Softball Fall League

Fletcher Baseball/Softball is holding its first Fall League with 250 participants. We look forward to seeing them play in our parks this season!

Facilities & Maintenance

Bill Moore Community Park & Kate's Park

Our maintenance team has been hard at work during mowing season, doing an outstanding job keeping both parks clean, safe, and welcoming, while also maintaining five ball fields for the Fletcher League.

The **Public Works** and **Parks and Recreation** teams have been working diligently to repair the back trails, ensuring everything will be ready when the bridge reopens.

Bridge and Greenway Repairs

Bradley and Conner Grading Contractors have completed riverbank stabilization near **Mills Gap Bridge** and are now focused on **reopening the bridge**, marking a significant improvement in our greenway infrastructure.

Administration Monthly Report
Heather Taylor, Assistant Town Manager
August 2025

Assistant Town Manager:

- **Hurricane Helene/FEMA Park Recovery:**
 - Purchased a replacement electronic sign for the entrance of Bill Moore Community Park.
 - Submitted all the invoices/cleared checks to FEMA for our large park projects (courts, fencing, electronic sign, engineering, electrical, etc.).
 - Continuing to work with McGill Engineering and FEMA regarding the scope of work for our bridge and greenway trail repair.
- **Website/Facebook:**
 - Continuing to update the Town's website with current Town information as well as trying to post to the Town's Facebook account a couple times a week.
- **Purchasing for FY 25/26:**
 - Assisted departments in purchasing various capital items during August to include the FLOCK cameras, workstation replacements, mower, and other items.

Finance:

- **Taxes for 2025-** During August we collected over 11% of the levy as of 8/28. This amount will increase as we continue through the fall and early winter months.
- **Business Registration Revenue-** The business registration revenue has come in well so far, this fiscal year. Susan has reached out to those businesses in August that didn't pay in July.
- **FY 24/25 Audit-** Auditors were here on August 4 to complete testing of internal controls as well as complete some preliminary audit work. They will return in mid-October to finish the audit.
- **FY 24/25 Financial Statements -** Heather has started to prepare the financial statements for FY 24/25.

Human Resource:

- **Employment-**
 - Full-Time-
 - Planning and Zoning Director- interviews were conducted in early August, and the position was offered to Tyler Morrow who will begin work with the Town on 9/15/25.
 - Public Works Maintenance Specialist- Interviews were conducted in August, and the position has been offered to Wayne Rock. Tentative start date of 9/15/25.
- **Wellness-**
 - Employee Gym- Over 60 hours of exercise by employees occurred during August in the employee wellness gym.
 - Blood Pressure Checks- No screenings were held in August, but the nurse from Pardee will be here on Wednesday, September 3.