



Agenda

Town Council Meeting – January 8, 2026

CALL TO ORDER Mayor

APPROVAL OF AGENDA Mayor

CALL FOR PUBLIC COMMENTS Mayor

COUNCIL COMMENTS Mayor

MANAGER UPDATES

CONSENT AGENDA

- A. Approval of the [Tax Collector Report](#)
- B. Approval of Minutes- [December 11 Regular Meeting](#)
- C. Approval of Minutes- [December 11 Business Meeting](#)
- D. Approval of Minutes- [December 18 Special Meeting: UDO Roundtable](#)
- E. [Set a special meeting on January 29 for UDO Roundtable](#)
- F. [Reappoint Wayne Caland to Agricultural Advisory Committee](#) for a two-year term
- G. [Reappoint Kirby Johnson to Agricultural Advisory Committee](#) for a two-year term

REGULAR AGENDA

- A. [Blue Ridge ABC Discussion](#)
Presented by Matthew McKirahan
- B. [Strategic Planning Update – Organizational Objectives](#)
Presented by Matthew McKirahan

OTHER BUSINESS

ADJOURN

STAFF REPORT

Town Council, Thursday, January 8, 2026

Title: Year To Date Tax Collection

Speaker: Kristen Rintoul, Tax Collector

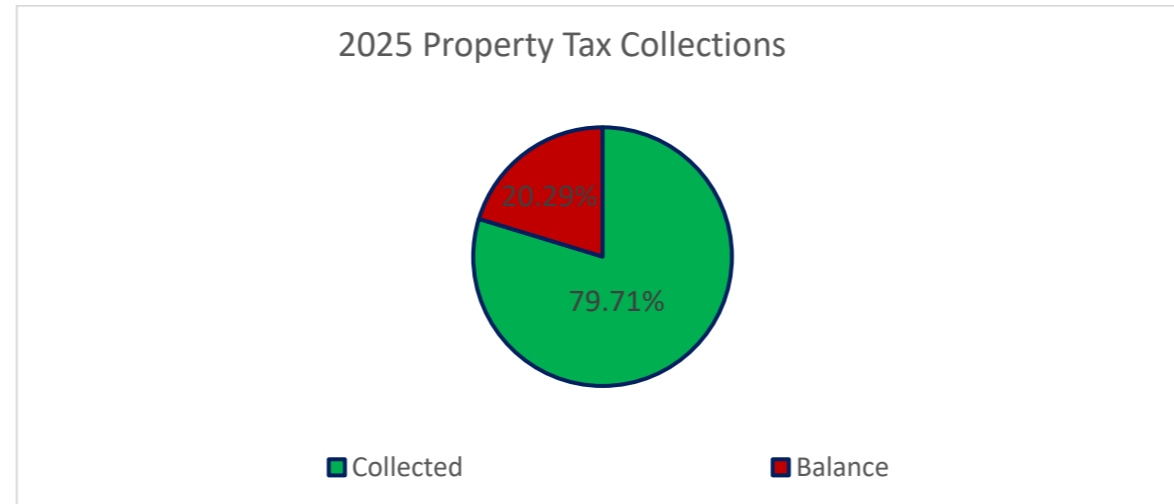
Prepared by: Tax Department

Approved by: Matthew McKirahan, Town Manager

Background

Per North Carolina General Statute 105-350 (7), the general duties of the Tax Collector include submitting to the governing body a report of the amounts collected on each year's taxes, the amount remaining uncollected, and the steps being taken to encourage the payment of uncollected taxes.

This report shows amounts collected through December 31, 2025, as the on-time payments for the 2025 Tax Year are still being collected. The January 5th Tax Collection report will be presented at the January 22nd Council meeting.



Collection Percentage 2025: 79.71%
 Collection Percentage 2024: 75.44%

Beginning Balance		December		Year To Date		
Tax Year	Scroll Total	Adjustments	Collected	Adjustments	Collected	Balance to Collect
2025	3,816,635.36	0.00	952,662.56	60,938.19	3,090,924.80	786,648.75
2024	14,585.42		398.28	1,199.69	5,695.01	10,090.10
2023	9,036.14			381.96	1,557.00	7,861.10
2022	8,156.19			450.14	371.21	8,235.12
2021	6,157.10			450.14	15.96	6,591.28
2020	4,511.06			121.51	15.96	4,616.61
2019	3,774.49			0.00	15.96	3,758.53
2018	3,627.27			0.00	15.12	3,612.15
2017	2,758.29			0.00	15.12	2,743.17
2016	1,999.07			0.00	15.12	1,983.95
2015	696.87			0.00	9.44	687.43
Total Prev. Years	55,301.90	0.00	398.28	2,603.44	7,725.90	50,179.44

"Adjustments" include deferments, exemptions and exclusions received with the scroll from Henderson County as well as bills less than \$5.00, releases received from the County, underpayments less than \$1.00, discovery of taxable property during the year, utility properties billed through NCDOR, and disqualification of property from the Present Use Value program. These numbers are UNAUDITED.

Town of Mills River
Regular Meeting of the Town Council
Thursday, December 11, 2025

Mills River Town Council met on Thursday, December 11, 2025, at 6:30 PM in Mills River Town Hall. The public was allowed to attend in-person or watch via internet streaming. Mayor Gonce called the meeting to order and led the Pledge of Allegiance.

Council present: Mayor Shanon Gonce
Mayor Pro Tem Jeff Moore
Council member Sandra Goode
Council member Brian Kimball

Council absent: Council member James Cantrell

Staff Present: Town Manager Matthew McKirahan
Town Clerk Patty Brown
Finance Director Julie Osteen
Planning Director Michael Malecek
Parks and Recreation Director Nicole Sweat
Planning Technician Kevin Webb

Remote attendance: Town Attorney Sharon Alexander

Council member Moore made a motion to approve the agenda as presented. Council member Goode seconded the motion and it passed unanimously.

PUBLIC COMMENTS

Mike Cole, 30 E. Chasis Ct., spoke as the Planning Board Chair on the importance of the UDO.

Deedee Dillingham, 19 Tiger Lily Lane, spoke and passed out to Council members a flyer on Farmland Programs and two pamphlets from Conserving Carolina.

COUNCIL COMMENTS

Council member Moore spoke on the importance of adopting a UDO and thanked everyone that came out to the public input session Wednesday night. He remarked it was important to keep character and community in the UDO.

Council member Goode also noted how well attended the public input session was and thanked all that participated.

Mayor Gonce recognized the absence of Council member Cantrell, who had a death in the family this week. He had remarks about the nuisance ordinance and the Planning Board's role in reexamining it. He reminded the public to attend the public input sessions, meetings, and to reach out to their elected officials.

Council member Kimball thanked staff for all they do. Staff is doing their jobs by carrying out the policies that Council sets. He also thanked everyone that attended the public input session on Wednesday.

MANAGER UPDATES

Mr. McKirahan noted the audio issues we are still having during our meetings. He thanked everyone that came out for the first Mills River Community Conversations. Staff is working to prepare a postcard mailing to residents on important dates for the UDO. We are in the heat of tax season. The last day to pay taxes without penalty is January 5. Individual and business personal property must be listed in January through Henderson County. Santa Tour is Saturday, December 13.

CONSENT AGENDA

- A.** [Approval of Tax Collector Report](#)
- B.** Approval of Minutes- November 13 Regular Meeting
- C.** Approval of Minutes- November 13 Business Meeting
- D.** Adoption of [Resolution 2025-40](#), Authorization of Home Trust Bank as an official depository for the Town
- E.** Adoption of [Resolution 2025-41](#), Approval of Young Office as a Sole Source provider for office upfit project
- F.** Adoption of [Ordinance 2025-25](#), FEMA Budget Amendment
- G.** Adoption of amendment to the [Fixed Asset Policy](#)
- H.** Adoption of [Resolution 2025-42](#), Authorizing Donation of Surplus Equipment to Mills River Elementary
- I.** Approval of the [Cash Payment Policy](#)

Council member Kimball made a motion to approve the Consent Agenda as presented. Council member Moore seconded the motion and it passed unanimously by verbal assent.

REGULAR AGENDA

A. Update from Town Attorney

Ms. Alexander updated Town Council on her retirement plans and talked about a timeline for finding new legal representation. She plans to resign from representing the Town in March 2026. Council members thanked Ms. Alexander for her service to the Town. Staff was directed to begin looking for Ms. Alexander's replacement.

B. UDO Presentation

Chad Meadows and Karen Mallo from CodeWright Planners [presented](#) on the Unified Development Ordinance (UDO) project. A driving force behind adopting the UDO is the downzoning bill the state passed limiting municipalities authority to downzone properties and to align with the 2040 Making Mills River Comprehensive Plan the Town adopted in 2021. The consultants plan to be back January 21 & 22. Staff was directed to contact the elementary schools to see if flyers advertising upcoming dates for the UDO project could be sent home with children.

C. Discussion and Adoption of the 2026 Town Meeting Schedule

Mr. McKirahan and Ms. Brown went over the proposed 2026 Town Meeting Schedule. There was also discussion of dates on future special called meetings. Council member Kimball made a motion to adopt the [2026 Town Meeting Schedule](#) as presented. The motion was seconded by Council member Moore and passed unanimously. Council member Kimball made a motion to call a special meeting on December 18 at 6:30 pm for a UDO roundtable discussion. Council member Moore seconded the motion and it passed unanimously. Council member Kimball made a motion to call a special meeting on February 17 for Council's Visioning session. The motion was seconded by Council member Moore and passed unanimously.

Due to the late time, Council member Moore made a motion to discuss Item E. before discussion begins on Item D of the agenda. The motion was seconded by Council member Kimball and carried.

D. Update to the Personnel Policy

Mr. McKirahan went over his Staff Report titled [Update to the Personnel Policy](#) with Council. Council member Moore made a motion to adopt the [presented language](#) with an effective date of January 1, 2026. Council member Kimball seconded the motion and it passed unanimously by verbal assent.

E. Audit Presentation

Travis Kever, CPA from Gould Killian CPA Group, P.A. [presented](#) the audited Financial Statements for fiscal year ending June 30, 2025. It was a clean report. Thanks to Ms. Osteen and her staff for their assistance during the audit. Council member Goode made a motion to accept the [Fiscal Year 2024-2025 audit](#) as presented. Council member Kimball seconded the motion and it passed unanimously.

Other Business –

There was no other business to discuss.

There being nothing further, the meeting was adjourned on the motion of Council member Kimball and seconded by Council member Goode at 8:58 p.m. It passed unanimously.

Respectfully Submitted:

Approved:

Patty Brown, CMC, NCCMA
Town Clerk

Shanon Gonce
Mayor

**Town of Mills River
Business Meeting of the Town Council
Thursday December 11, 2025**

Mills River Town Council met on Thursday, December 11, 2025, in Mills River Town Hall after their regular meeting. The public was allowed to attend in-person or watch via internet streaming. Mayor Gonce called the meeting to order.

Council present: Mayor Shanon Gonce
Mayor Pro Tem Jeff Moore
Council member Sandra Goode I
Council member Brian Kimball

Council absent: Council member James Cantrell

Staff Present: Town Manager Matthew McKirahan
Town Clerk Patty Brown
Finance Director Julie Osteen
Planning Director Michael Malecek
Parks and Recreation Director Nicole Sweat
Planning Technician Kevin Webb

BUSINESS MEETING AGENDA

The meeting was called to order by motion of Council member Moore and seconded by Council member Goode at 9:06 p.m.

A. Helene Recovery Fund for PARTF Grant-Boat Launch project

Ms. Sweat reviewed her [Staff Report](#) and gave a [presentation](#) on using a PART-F grant to rebuild the river access site damaged by Hurricane Helene.

Ms. Sweat was directed to not apply for the PART-F grant at this time. The recently passed Floodplain Hazard Prevention Ordinance would need to be amended to allow the necessary work involved. Council directed staff to not explore the amendment at this time.

B. Blue Ridge ABC Discussion

Mr. McKirahan reviewed his Staff Report titled [Discussion regarding Blue Ridge ABC](#). Due to Council member Cantrell's absence, staff was directed to add this item to the January 8 Regular meeting as a discussion item.

C. Potential Future Agenda Items

Mayor Gonce requested the nuisance ordinance be added to the January 8 Business Meeting as an agenda item for discussion.

The meeting was adjourned on the motion of Council member Moore and seconded by Council member Goode at 10:14 p.m.

Respectfully Submitted:

Approved:

Patty Brown, CMC, NCCMC
Town Clerk

Shanon Gonce
Mayor

Town of Mills River
Special Meeting of the Town Council
Thursday, December 18, 2025

Mills River Town Council held a special meeting on Thursday, December 18, 2025 at 6:30 PM in Mills River Town Hall. Mayor Pro Tem Jeff Moore called the meeting to order and led the Pledge of Allegiance.

Council present:	Mayor Pro Tem Jeff Moore Council member James Cantrell Council member Sandra Goode Council member Brian Kimball
Council absent:	Mayor Shanon Gonce
Staff Present:	Town Manager Matthew McKirahan Town Clerk Patty Brown Planning Director Michael Malecek

The meeting was called to order by unanimous motion. Mr. McKirahan noted Mayor Gonce's excused absence. He was unable to attend the night's meeting.

UDO (Unified Development Ordinance) Workshop

Mr. McKirahan introduced the agenda for the evening. No action is required of Council. The presented material is the first of many drafts. Staff is seeking guidance from a consensus of Council on items they would like to have changed or removed.

Mayor Pro Tem Moore remarked this process is to imagine what we want Mills River to be. The UDO is a place to clean up and organize all our ordinances in one place. This is an opportunity to keep Mills River, Mills River.

Mr. Malecek welcomed questions and concerns from Council members as they went through the first [draft chapters](#) for Module 1 of the Mills River UDO. Direction from consensus of Council was given.

Due to the late hour, direction was given to add a review of Chapters 5 & 7 to the January 8 Business meeting agenda.

The meeting was adjourned at 9:31 PM on motion of Council member Kimball and second from Council member Cantrell. It passed unanimously.

Respectfully Submitted:

Approved:

Patty Brown CMC, NCCMC
Town Clerk

Jeff Moore
Mayor Pro Tem

STAFF REPORT

Town Council, Thursday, January 8, 2026

Title: Call for a special meeting on January 29 at 6:30 pm

Prepared by: Administration

Discussion

The consultants from CodeWright Planners will be at the January 22 Town Council meeting. In the past Council has expressed an interest in meeting after to discuss any questions that come from the materials presented.

Recommendation

1. Call for a special meeting on January 29 at 6:30 pm for a UDO roundtable workshop so the clerk can advertise it.

STAFF REPORT

Town Council, Thursday, January 8, 2026

Title: Reappointment to Agricultural Advisory Committee

Prepared by: Patty Brown, CMC, NCCMC – Town Clerk

From: Administration

Background

Wayne Carland has served on the Agricultural Advisory Committee since 2022. His current term expires on January 13, 2026. Mr. Carland has expressed an interest in continuing to serve on the committee for another two year term.

Discussion

Wayne Carland
Lives in Mills River: District 1

Recommendation

Town Council’s options are as follows:

1. Reappoint as presented to a term ending January 13, 2028.
2. Appoint from applications on file.
3. Advertise position and address at a future meeting.

STAFF REPORT

Town Council, Thursday, January 8, 2026

Title: Reappointment to Agricultural Advisory Committee

Prepared by: Patty Brown, CMC, NCCMC – Town Clerk

From: Administration

Background

Kirby Johnson has served on the Agricultural Advisory Committee since 2014. His current term expires on January 13, 2026. Mr. Johnson has expressed an interest in continuing to serve on the committee for another two year term.

Discussion

Kirby Johnson

Lives in Mills River: No

Recommendation

Town Council's options are as follows:

1. Reappoint as presented to a term ending January 13, 2028.
2. Appoint from applications on file.
3. Advertise position and address at a future meeting.

STAFF REPORT

Town Council, Thursday, January 8, 2026

Title: **Discussion regarding Blue Ridge ABC**

Speaker: Matthew McKirahan, Town Manager

Background

In May 2012, Henderson County citizens approved a county-wide referendum on the sale of malt beverages and unfortified wine. The referendum included the election for ABC stores within the County.

In May 2024, the City of Hendersonville and the Town of Laurel Park entered into an interlocal agreement to merge existing ABC boards, creating the newly formed Blue Ridge ABC Board. The Blue Ridge ABC Board is composed of five members: three appointed by the City of Hendersonville and two by the Town of Laurel Park. The Board is responsible for general oversight of ABC stores within the system.

The Town was approached by members of the Blue Ridge ABC Board regarding the potential expansion of an ABC Store in the Town of Mills River. The expansion would increase the total number of ABC Stores within the Blue Ridge ABC system to five. No location is identified at this time.

Council discussed the item during the December 11, 2025 Business Meeting. Council directed staff to bring the item forward for further discussion at the January 8 Council meeting.

Discussion

Before Council is a request to explore an agreement with the Blue Ridge ABC Board for a potential ABC Store in the Town of Mills River. If Council is amenable, the Blue Ridge ABC Board will explore next steps, including the drafting of a new merger agreement between the City of Hendersonville, the Town of Laurel Park, and the Town of Mills River. The merger agreement will include a proposed distribution percentage of net profits.

Fiscal Impact

The fiscal impact of an ABC Store in Town limits is contingent on an agreed upon percentage of Blue Ridge ABC sales system-wide, per the merger agreement. The Town expects a positive revenue impact by joining the Blue Ridge ABC Board, with quarterly distributions based on sales.

Recommendation

None. Discussion only.

Attachments

- 1) ABC Merger Agreement – August 11, 2025
- 2) Exhibit A to ABC Merger Agreement – August 11, 2025
- 3) Procedure for New ABC Store Requests Memo

**STATE OF NORTH CAROLINA
COUNTY OF HENDERSON**

**FIRST AMENDED AND RESTATED INTERLOCAL AGREEMENT TO
PROVIDE FOR THE MERGER OF ABC SYSTEMS**

THIS FIRST AMENDED AND RESTATED INTERLOCAL AGREEMENT TO PROVIDE FOR THE MERGER OF ABC SYSTEMS (“First Amended and Restated Interlocal Agreement”), entered into on the ____ day of _____, 2025, by and between the City of Hendersonville, a North Carolina municipal corporation (“City”), and the Town of Laurel Park, a North Carolina municipal corporation (“Town”),

WITNESSETH:

THAT WHEREAS, the City Council for the City of Hendersonville and the Town Council for Laurel Park adopted an Interlocal Agreement to Provide for the Merger of ABC Systems, dated May 8, 2024 (“Interlocal Agreement”); and

WHEREAS, previous to the Interlocal Agreement a City of Hendersonville Board of Alcoholic Beverage Control operated an ABC system consisting of three stores and a warehouse, plus inventory and equipment, said stores being located at 205 Church Street, Hendersonville, NC (“Church Street Store”), 275 Thompson Street, Hendersonville, NC (“Thompson Street Store”), and 32 McMurray Road, Hendersonville, NC (“McMurray Road Store”), the warehouse being located at the Church Street store (“Hendersonville Warehouse”), the Hendersonville System being collectively hereinafter referred to as the “Hendersonville System”; and

WHEREAS, previous to the Interlocal Agreement, a Town of Laurel Park Alcoholic Beverage Control Board operated an ABC system consisting of one store plus inventory and equipment, said store being located at 1709 Brevard Highway, Laurel Park, NC (“Laurel Park Store”), the Laurel Park System being collectively hereinafter referred to as the “Laurel Park System”; and

WHEREAS, the stores operated by the Hendersonville ABC System and the Laurel Park ABC System are operated in the same general area, and are in close proximity to one another;

WHEREAS, based upon the adoption of the Interlocal Agreement the Laurel Park ABC System and the Hendersonville ABC System were merged, with the merger being effective July 1, 2024, pursuant to the authority of N.C.G.S. § 18B-703 and N.C.G.S. Chapter 160A Article 20, Part 1, the merged system now being known as the Blue Ridge ABC System; and

WHEREAS, pursuant to the Interlocal Agreement, effective July 1, 2024, the City of Hendersonville Board of Alcoholic Beverage Control and the Town of Laurel Park Alcoholic Beverage Control Board were merged into one consolidated board, known as the Blue Ridge Alcoholic Beverage Control Board; and

WHEREAS, the Blue Ridge Alcoholic Beverage Control Board and the merged system have operated successfully for one year, however, it has become apparent that certain amendments to the Interlocal Agreement could increase operational efficiencies; and

WHEREAS, the Blue Ridge Alcoholic Beverage Control Board has requested that the Town and the City amend the Interlocal Agreement to provide for these operational efficiencies, and the Town and City have agreed;

NOW THEREFORE THIS FIRST AMENDED AND RESTATED AGREEMENT, that for and in consideration of the mutual promises and covenants contained hereinbelow, the mutuality and sufficiency of each being acknowledged by the parties hereto, the parties agree as follows:

1. Whereas Clauses. The Whereas clauses are incorporated into this First Amended and Restated Interlocal Agreement.
2. Merger. Based upon the due approval and execution of this Interlocal Agreement by and on behalf of the City and the Town, the City of Hendersonville Board of Alcoholic Beverage Control, the Town of Laurel Park Alcoholic Beverage Control Board, and the approval by the North Carolina Alcoholic Beverage Control Commission (“Commission”), the City of Hendersonville Board of Alcoholic Beverage Control and the Town of Laurel Park Alcoholic Beverage Control Board were merged into one consolidated board and the Hendersonville System and the Laurel Park System were merged into one consolidated system and said merger was effective July 1, 2024. All actions taken by the Town and the City to approve and effectuate this merger are hereby ratified.
3. Name. The name of the consolidated ABC Board shall be the “Blue Ridge Alcoholic Beverage Control Board.”
4. Composition of the Board. The Blue Ridge Alcoholic Beverage Control Board (“Blue Ridge ABC Board”) will have five (5) members, with three members being appointed by the City Council, and two members being appointed by the Town Council. Each member seat shall be appointed by the appointing Council for three-year staggered terms. Mid-term vacancies in a member seat shall be filled by the appointing Council for the remainder of the unexpired term. No member may serve for more than two (2) consecutive terms at a time. The Town Council and City Council shall appoint members on the basis of the appointees’ interest in public affairs, good judgment, knowledge, ability, and good moral character (ref. NCGS § 18B-700(d)).
5. Appointment of a Chair. The Blue Ridge ABC Board shall annually appoint a Chair from among the membership of the Board. All mid-year vacancies in the office of Chair shall be filled by the Board membership, for the remainder of the one-year service period left by the vacating member. If the vacating Chair’s membership seat is also vacant, the membership vacancy shall be filled in accordance with paragraph 4, above.
6. Annual Meeting. An annual meeting shall be held during the month of June for the purpose of appointing officers and for any actions as may be necessary relating to the organization of the Blue Ridge ABC Board and the Blue Ridge ABC System for the upcoming fiscal year. Such meeting shall be advertised in accordance with the North Carolina Open Meetings Law. Such actions shall include, but not be limited to:

August 11, 2025 Draft

- a. Appointment of other officers (reference paragraph 7 below), including the Finance Officer and Secretary.
 - b. Making amendments to the bylaws and rules of procedure as required.
 - c. Approval of salaries and benefits (reference paragraph 11(c) below).
 - d. Making amendments to the Blue Ridge ABC System policies and procedures, including but not limited to personnel policies and operations manuals (reference paragraph 11(c) below).
 - e. Approval of annual contracts and leases of the Blue Ridge ABC System.
 - f. Holding a public hearing and adoption an annual budget.
 - g. Such other actions as are required.
7. Other Officers. The Blue Ridge ABC Board shall appoint a Vice Chair to serve for 1 year. The Vice Chair shall serve as Chair in the absence of the Chair. The Blue Ridge ABC Board shall also appoint a Secretary and Finance Officer. The Secretary shall be the official records custodian, shall take and compile minutes of the Blue Ridge ABC Board, and advertise Blue Ridge ABC Board meetings in accordance with the North Carolina Open Meetings Law, where required. The Secretary and Finance Officer shall be staff persons, employed by the Blue Ridge ABC Board who will serve at the pleasure of the Blue Ridge ABC Board.
8. Removal. Blue Ridge ABC Board members may be removed for cause, at any time, 1) by the Council that appointed the member without the consent or approval of the other Council, or 2) by the Commission in accordance with Chapter 18B of the North Carolina General Statutes. (ref NCGS § 18B-202, 700(f), and 704) Removal of a member appointed by the City Council shall only require action by the City Council and consent or approval by the Town Council shall not be required. Removal of a member appointed by the Town Council shall only require action by the Town Council and consent or approval by the City Council shall not be required.
9. Compensation. The Chair shall receive \$500.00 per meeting, and members shall receive \$150.00 per meeting.
10. Powers and Duties of the Blue Ridge ABC Board. Upon the effective date of the merger (ref paragraph 2 above), the Blue Ridge ABC Board shall have the powers and duties granted by Chapter 18B of the North Carolina General Statutes, in addition to and as modified by the powers and duties granted to the City of Hendersonville Board of Alcoholic Beverage Control or the Town of Laurel Park Alcoholic Beverage Control Board by local act.
11. Merger of ABC Systems. The former Hendersonville System and the former Laurel Park System are assets of the Blue Ridge ABC Board, and together both systems are collectively be known as the “Blue Ridge ABC System.” All tangible and intangible assets and inventory shall be accounted for as a merged system.
- a. Reserved.

- b. Reserved.
- c. Employees. All employees of the Hendersonville System and the Laurel Park System have become and shall remain employees of the Blue Ridge ABC Board having such policies and procedures as are duly approved and amended by the Blue Ridge ABC Board.
 - i. The former general manager of the Hendersonville System shall be the general manager of the Blue Ridge ABC System and shall be subject to the direction and control of the Blue Ridge ABC Board, and shall be subject to the policies and procedures (including personnel policies) of the Blue Ridge ABC Board.
 - ii. There shall be an assistant general manager for the Blue Ridge ABC System. The assistant general manager of the Blue Ridge ABC System shall be chosen in accordance with, shall be subject to, the policies and procedures (including personnel policies) of the Blue Ridge ABC Board.
 - iii. All eligible employees of the Blue Ridge ABC System and the Blue Ridge ABC Board shall be participating members of the Local Government Employees' Retirement System.
- d. Expenses and Obligations. All expenses and obligations of the Blue Ridge ABC System shall be satisfied from the assets of the Blue Ridge ABC System.

12. Distribution of Profits.

- a. Accounting. Accounting for revenues, expenses, debt, liabilities, payables, receivables, profits, depreciation, and assets (both tangible and intangible), and all other financial and managerial accounting, shall occur in accordance with generally accepted accounting principles.
- b. ABC Stores. Each store operated by the merged ABC system shall be operated and accounted for in accordance with the financial policies approved by the Blue Ridge ABC Board.
- c. Warehouse. The warehouse operated as part of the Blue Ridge ABC System; however inventory shall be sold and accounted for in accordance with the financial policies adopted by the Blue Ridge ABC Board.
- d. Statutory Distributions. Revenues from the Blue Ridge ABC System shall be used to meet the Statutory Distribution Requirements previously existing for the former Hendersonville System and for the former Laurel Park System, as either or both may be amended by local or generally applicable laws.

13. Location of ABC Stores.

- a. Within the Town or City. With the approval of the Commission, and as allowed by applicable law, future stores may be operated inside of municipal limits for the Town or the City. The location of ABC stores inside of the municipal limits of the Town and the City shall be at the discretion of the Blue Ridge ABC Board, as approved by the Commission. Notwithstanding this discretion, the Blue Ridge ABC Board shall operate at least one ABC store in the Laurel Park town limits for the duration of this First Amended and Restated Interlocal Agreement. If approval by the appointing authority is required for the operation of a new store within the City or the Town, new stores operated within the City shall only require the approval of the City Council, and new stores operated within the Town shall only require the approval of the Town Council.
- b. Outside the Town or City. With the approval of the Commission, and as allowed by applicable law, future stores may be operated outside of the municipal limits of the Town or the City. The location of ABC stores outside of the municipal limits of the Town and the City shall be at the discretion of the Blue Ridge ABC Board, as approved by the Commission. If approval by the appointing authority is required for the operation of a new store outside the City or the Town, new stores operated outside the City shall require the approval of both the City Council and the Town Council.

14. Net Profit from New ABC Stores. Regardless of whether a new store is located within or outside the municipal limits of the Town or the City, net profit from a new ABC store opening from and after the effective date of this First Amended and Restated Interlocal Agreement shall be attributed to the Blue Ridge ABC System and distributed to the Town and the City in accordance with Exhibit A, attached hereto and incorporated by reference.

15. Allocated and Specialty Bourbons. The number of bottles of allocated and specialty bourbons shall be divided equitably by the General Manager between all stores operated by the Blue Ridge ABC System.

16. Delivery of Product to ABC Stores. All stores operated by the Blue Ridge ABC System shall receive at least one delivery of products every week from the Hendersonville warehouse.

17. Hours of Operation. All stores operated by the Blue Ridge ABC System shall be operated according to the hours of operation established by the Blue Ridge ABC Board, in accordance with applicable law..

18. Definitions and Generally Applicable Terms.

- a. Appointing Authority. Except as otherwise provided in this First Amended and Restated Interlocal Agreement, the term “appointing authority” shall be deemed to refer to both the Town Council and the City Council acting jointly with respect to the members appointed by each.

Where approval of the “appointing authority” is required by the North Carolina General Statutes, approval by both the Council for the Town and the Council for the City shall be

required. If both Councils do not approve, the matter shall be considered not approved. If the nonapproval by one Council results in a stalemate which negatively impacts the operations of the Blue Ridge ABC System, the Blue Ridge ABC Board may request that both Councils employ a mediation process to resolve the stalemate.

- b. Fiscal Year. The fiscal year for the Blue Ridge ABC System shall be July 1 – June 30.
 - c. Systemwide Administrative Expenses. Systemwide administrative expenses are those expenses incurred that benefit the entire merged system including, but not limited to, the salary and office space of the general manager and assistant general manager, back office operations, accounting services, insurance, legal services, etc.
 - d. Statutory Distribution Requirements. Statutory Distribution Requirements are those distributions mandated by Chapter 18B of the North Carolina General Statutes from alcohol sales, as modified by local acts of the North Carolina General Assembly. For the Hendersonville System, as of the date of this First Amended and Restated Interlocal Agreement, the following local acts have been adopted: Chapter 954 of the 1955 Session Laws, Chapter 341 of the 1967 Session Laws, Chapter 672 of the 1967 Session Laws, Chapter 105 of the 1995 Session Laws, and Chapter 177 of the 1999 Session Laws. For the Laurel Park System, the following local acts have been adopted: Chapter 163 of the 1981 Session Laws.
19. Term. This First Amended and Restated Interlocal Agreement shall expire and terminate on June 30, 2044.
 20. Termination of the First Amended and Restated Interlocal Agreement. Either party hereto may terminate this First Amended and Restated Interlocal Agreement by giving at least 1 year's advanced notice in writing to the other party. Any such termination shall be effective at the end of a fiscal year. The notice required herein shall be a Resolution, duly adopted by the terminating party, and delivered in person or by certified mail to the mayor for the non-terminating party. No such termination shall be effective until approved by the Commission. Upon the effective date of termination, Blue Ridge ABC System shall be dissolved, and a notice of dissolution shall be filed in the Henderson County Register of Deeds Office. The City shall reconstitute and appoint the City of Hendersonville Board of Alcoholic Control, and the Town shall reconstitute and appoint the Town of Laurel Park Alcoholic Beverage Control Board. All assets of the system within the City limits for the City of Hendersonville shall be distributed to the City of Hendersonville Board of Alcoholic Control and all assets of the system within the town limits Town of Laurel Park shall be distributed to the Town of Laurel Park Alcoholic Beverage Control Board. Assets located outside of both the City and Town limits shall be divided and attributed in accordance with a plan approved by both the City and the Town, and approved by the Commission. Such distribution shall be confirmed and adjusted as required after an audit has been performed as of the effective date of the termination and dissolution. Notwithstanding the foregoing, neither party may terminate this First Amended and Restated Interlocal Agreement if there is outstanding debt, secured by revenues of the entire Blue Ridge ABC System, unless such debt can be retired through a refinancing or other available means as of the effective date of such termination.
 21. This First Amended and Restated Interlocal Agreement constitutes the complete and entire agreement between the parties and supersedes all prior and contemporaneous negotiations. This

First Amended and Restated Interlocal Agreement may only be amended by written instrument, duly approved by Resolution of both parties hereto, and where required, with the approval of the Commission. There shall be no intended nor incidental beneficiaries of this First Amended and Restated Interlocal Agreement.

22. Except a notice to terminate this First Amended and Restated Interlocal Agreement, all notices shall be deemed effective upon receipt if in writing, and delivered to the following persons in person, by certified mail, or by commercial carrier providing the ability to track delivery:

- a. If to the City: The City Manager
160 6th Avenue West
Hendersonville, NC 28792
- b. If to the Town: The Town Manager
441 White Pine Dr
Hendersonville, NC 28739

23. This First Amended and Restated Interlocal Agreement shall be governed by the laws of the State of North Carolina. Exclusive venue shall be in a court having jurisdiction in Henderson County, North Carolina.

24. This First Amended and Restated Interlocal Agreement may be executed in duplicate, each to have the force and effect of an original.

In witness whereof, the parties cause this contract to be duly approved by Resolution and have set their hand and seal.

THE TOWN OF LAUREL PARK

THE CITY OF HENDERSONVILLE

BY: _____
Mayor

BY: _____
Mayor

Attest:

Town Clerk

Attest:

City Clerk

(Town Seal)

(City Seal)

Merger Agreement follows "Legacy Distributions"

Hendersonville Distributions are calculated from the Net Profit from 3 Stores in Hendersonville

Laurel Park Distributions are calculated from the Net Profits of Laurel Park Store #4

Current

City of Hendersonville	437,500	50%	Town of Laurel Park	103,230	62%
Henderson County	218,750	25%	Henderson County	41,625	25%
Henderson County Schools	210,000	24%	Henderson County Schools	19,980	12%
Henderson County Public Library	8,750	1%	Henderson County Public Libr:	1,665	1%
	875,000	100%		166,500	100%

875,000
166,500
Combined Distributions

1,041,500

Proposal

City of Hendersonville	42%	437,500
Henderson County	25%	260,375
Henderson County Schools	22%	229,980
Town of Laurel Park	10%	103,230
Henderson County Public Library	1%	10,415
	100%	1,041,500

Law Enforcement

Laurel Park Police	12,500
Hendersonville Police Department	40,000

Educational Grants

Project Graduation	95,000
Safelight	
HOPE Coalition	
Henderson County Alcohol Recovery	

ex. **Blue Ridge ABC 2025- 2026 Net Profit** 1,200,000

City of Hendersonville	42%	504,000
Henderson County	25%	300,000
Henderson County Schools	22%	264,000
Town of Laurel Park	10%	120,000
Henderson County Public Library	1%	12,000
	100%	1,200,000



Alcoholic Beverage Control

CHAIRMAN:
Hank Bauer

COMMISSIONERS:
La'Tanta (L.T.) McCrimmon
Raleigh

David Sherlin
Raleigh

DEPUTY COMMISSIONER:
Mike DeSilva

LOCATION:
400 East Tryon Road
Raleigh NC 27610

MAILING:
4307 Mail Service Center
Raleigh NC 27699-4307

PHONE: (919) 779-0700
<http://abc.nc.gov/>

MEMORANDUM

To: ABC Board General Managers

From: NC ABC Commission Staff

Date: September 29, 2025

Subject: Procedure for New ABC Store Requests

The ABC Commission is sharing this memo with all ABC Board General Managers to clarify the best method for submitting new ABC store requests to the Commission. Per [14B NCAC 15A .1203](#), the Commission cannot consider new ABC store requests until at least 45 days after the Chairman has been notified of the request. Additionally, public notice of the plan to open a new store must be posted at the proposed location for at least 30 days before consideration by the Commission.

In accordance with this rule and to expedite the review process, please send all future ABC store requests in a single email to the following individuals below:

- **Hank Bauer**, Chairman – Hank.Bauer@abc.nc.gov
- **Mike DeSilva**, Deputy Commissioner – Mike.Desilva@abc.nc.gov
- **Missy Welch**, Director of Programming – Missy.Welch@abc.nc.gov
- **Greg Stallings**, Director of Product and Pricing – Greg.Stallings@abc.nc.gov
- **Quinn Woolard**, Business Officer – Quinn.Woolard@abc.nc.gov
- **Cynthia Matthews**, Executive Assistant – Cynthia.Matthews@abc.nc.gov

This information will be posted in the ABC Boards section of the Commission's website for future reference. Please direct any questions you have about this process to Deputy Commissioner DeSilva and Director Welch.

Thank you,

Chairman, Hank Bauer

Deputy Commissioner, Mike DeSilva

Director of Programming, Missy Welch

Director of Product and Pricing, Greg Stallings

STAFF REPORT

Town Council, Thursday, January 8, 2026

Title: Strategic Planning Update – Objective Discussion

Speaker: Matthew McKirahan, Town Manager

Prepared by: Administration

Background

The Town of Mills River embarked on its first strategic planning effort in December 2024 with the assistance of the UNC School of Government. Over the past 12 months, the Strategic Planning Committee and Data Synthesis Group have worked diligently to draft vision and mission statements, as well as a set of core values, that reflect the feedback received from Town Council, staff, advisory board members, and external stakeholders. Town Council officially approved its vision, mission, and values statements on May 22, 2025 and corresponding goals on June 26, 2025.

Before Council is a set of organizational objectives that align with approved goals for consideration and potential adoption. If approved, the Mills River 2030 plan will officially be finalized and adopted. The goals and objectives will play a vital role in upcoming budget discussions.

Recommendation

Town staff recommends formal adoption of the Town's objectives. If adopted, the objectives will join the vision, mission, and value statements, as well as adopted goals, as guiding principles for defining action items.

Strategic Operating Plan

Review of draft objectives and
next steps





Strategic Operating Plan

Project Lead

Matthew McKirahan

Town Manager, Mills River, North Carolina

Project Facilitator

Kimberly L. Nelson

Professor of Public Administration and Government

Obed Pasha

Associate Professor of Public Management

UNC School of Government



Special Thanks

Town Council

Data Synthesis Group

Strategic Planning Committee

Advisory Board Members

Outside Partners



Plan Overview





Project Process

The program consists of a 12-month facilitation process, starting in December 2024.

Phases	Date	Deliverables
Phase One: Strategic Planning	December 2024 – June 2025	<ul style="list-style-type: none">• Preparation• Engagement Plan• Context Analysis• Vision, Mission, and Values• Goals and Objectives
Phase Two: Performance Measurement and Decision-Making	July 2025 – December 2025	<ul style="list-style-type: none">• Actions• Implementation Plan• Measurement Plan• Management Plan

MILLS RIVER 2030 Strategic Plan

Vision

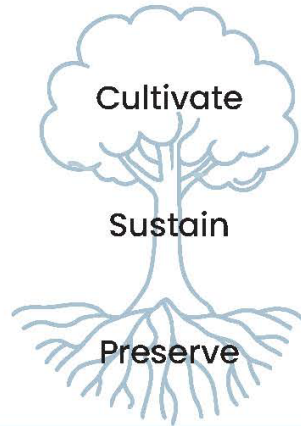
The Town of Mills River preserves, sustains, and cultivates community.

KEY TERMS

Cultivate: Invest in the future through nurturing, thoughtful growth.

Sustain: Strengthen and support our present through thoughtful planning.

Preserve: Protect the past. Keep, maintain, and take care of what we have.



Mission

The mission of the Town of Mills River is to foster community well-being.

KEY TERMS

Foster: Encourage, advance, strengthen, and cultivate.

Community: All-inclusive; all who work, live, visit, or recreate in Mills River.

Well-being: Safe, comfortable, happy, and healthy.

Values

Respect • Service • Integrity

KEY TERMS

Respect: Valuing the perspectives, rights, and contributions of all community members.

Service: Dedication to community well-being in a professional and efficient manner.

Integrity: Upholding honesty, transparency, fiscal responsibility, and ethical accountability in serving the community.

Goals



GOAL 1

Attract, retain, and cultivate an engaged workforce



GOAL 2

Ensure financial health and resilience



GOAL 3

Encourage and cultivate thoughtful use of land



GOAL 4

Foster recreational opportunities for all ages and abilities



GOAL 5

Enhance community development



GOAL 6

Uphold excellence in community safety

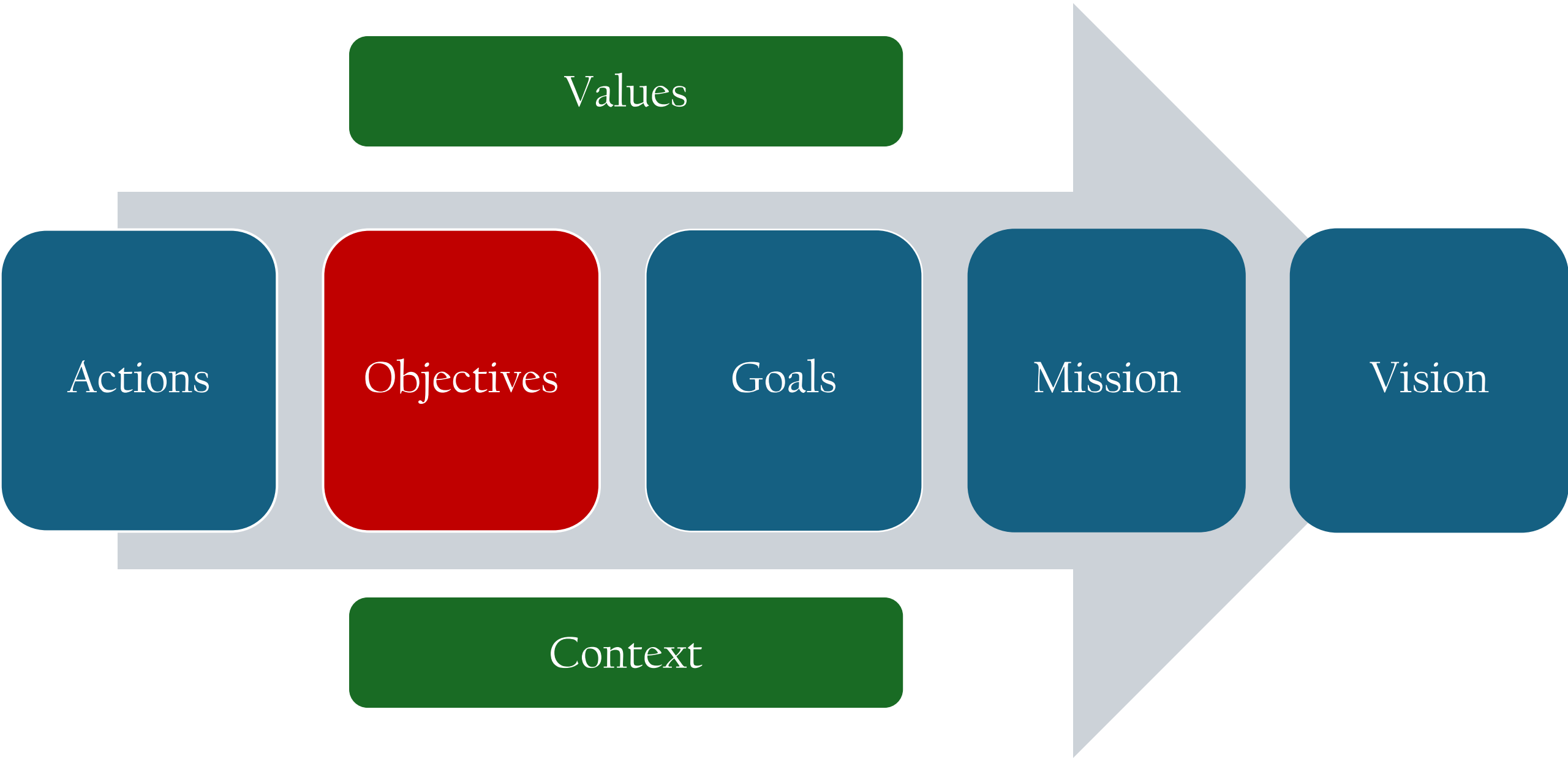


Objectives





Strategic Plan Framework



Goal 1: Attract, retain, and cultivate an engaged workforce



AVERAGE NUMBER OF QUALIFIED APPLICATIONS PER FIRST-TIME JOB POSTING AT OR ABOVE 3.



NUMBER OF DAYS TO FILL A VACANT POSITION IS LESS THAN 60 DAYS (FROM REQUISITION TO JOB OFFER)



EMPLOYEE TURNOVER RATE UNDER 15%



85% OR MORE OF STAFF WHO SAY THEY INTEND TO STAY IN THE ORGANIZATION



AT LEAST 85% OF STAFF ARE SATISFIED WITH THEIR JOB



AT LEAST 85% OF STAFF ARE SATISFIED WITH THE TRAINING AND DEVELOPMENT THEY RECEIVE



AT LEAST 85% OF STAFF ARE SATISFIED WITH THE AVAILABILITY OF RESOURCES TO COMPLETE TASKS

Goal 2: Ensure financial health and resilience

- Property Tax revenue should account for at least 55% of total revenue by FY28
- Accuracy of projected costs in capital projects must be within 10% of budget
- A clean audit opinion with zero material weaknesses or significant deficiencies, annually
- Tax Collection rate should stay above 99% annually
- Ensure the budget-to-actual variance remains at or below 5%
- Available Fund Balance meets Town minimum policy of 70% General Fund Expenditures
- Earn the GFOA Distinguished Budget Award by FY 2030





Goal 3: Encourage and cultivate thoughtful use of land



10 acres of land preserved as natural land through Town preservation program every three years.



20 acres of land preserved as agricultural land through Town preservation program every three years.



Increase participation in VAD program with new properties by 5% of total VAD land acreage within TOMR, biennially



Increase linear feet of publicly available off-road pedestrian facilities in the community by 1200 linear ft every three years



10% of new dwelling units with COs annually are not single-family, showing increased housing diversity

Goal 4: Foster recreational opportunities for all ages and abilities



- Increase the percentage of Recreation Programs that meet the minimum Participation requirement by 5% annually
- Increase the percentage of resident participants in programs by 5% annually
- Identify potential tracks of land, of at least 25 acres, for future public park amenities within each Council district by FY2028
- Achieve 90% community satisfaction with Mills River Park by FY 2028
- Achieve 90% community satisfaction with parks and recreation program offerings by FY 2028
- Achieve the NRPA Performance Metric of number of residents per park by 2030
- Activate a minimum of 20 acres on the park expansion property as identified through the Park Master Plan by 2030
- By 2028, identify all park facilities and amenities requiring universal design upgrades for facilities, and achieve at least one upfit.

Goal 5: Enhance community development

90% of residents are satisfied with their quality of life

5% increase in annual small business registrations

100% of town-maintained roads at 80 PCI or above

85% of residents satisfied with traffic conditions in Mills River

85% of residents satisfied with road conditions

80% or more of residents positively respond to the statement "I value the rich history of Mills River."



Goal 6: Uphold excellence in community safety

Reduce traffic incidents by 5% by 2030

90th % response time for first-unit arrival for fire apparatus by 2030

90th % response time for first-unit arrival for Sheriff's Office by 2030

State-mandated fire inspections completed as a percentage of inspections due must be at 90% or greater

90% of community members feel safe

Part 1 property crimes reported per 1,000 population should be less than 7%

Request for Council

Does Council approve of draft objectives?



Next Steps

Action Items



Action Items: Role and Expectations

- Identify concrete, measurable steps and tasks derived from approved objectives.
- Outline through budgetary process.



Goal 1: Attract, retain, and cultivate an engaged workforce.

Objective: 85% or more of staff who say they intend to stay in the organization

- Increase team building activities to 2 events per year for the next year.
- Implement a biennial benefits survey for staff to identify potential improvements
- Explore a flexible work schedule policy



Next Steps

Performance Strategy Sessions





Performance Strategy Session



How often?

Quarterly and Biannually



Who will lead the sessions?

Town Manager



**How expansive?
Who is invited?**

Quarterly: Objective Leads
Biannually: The entire organization



What degree of engagement?

Quarterly: Discussion-oriented
Biannually: Start with “show-and-tell” and transition into discussion-oriented

Performance Strategy Session



How long?

Quarterly: 2 hours

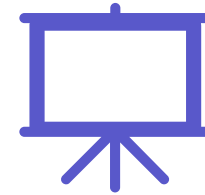
Biannually: 1.5 hours



Where?

Quarterly: Conference Room

Biannually: Commons Room



Room setup?

Quarterly: Round with TV screen

Biannually: U-shaped with A/V

Performance Management and Implementation



What is Performance Management?

Components of performance management:

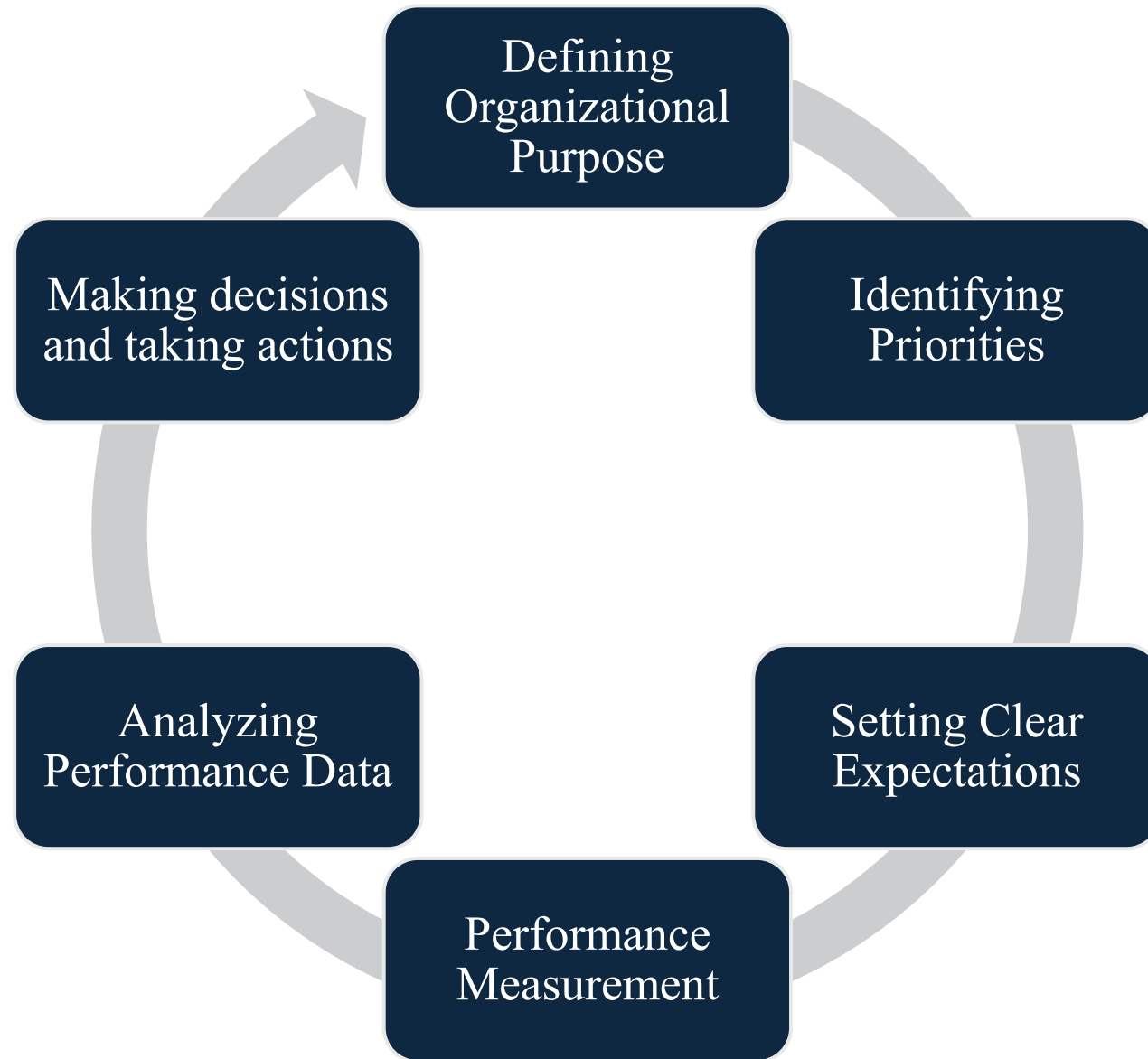
What to achieve?

How to measure progress?

What decisions and actions?



Performance Management Cycle





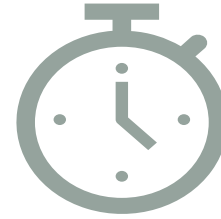
Why Performance Management?



Evidence-based
decision-
making



Justification and
Communication



Efficiency



Effectiveness



Service delivery



Quality



Why Performance Management?

Goal Clarity and Measurement

Decisions

Actions

Service Delivery

Quality of life



Why Performance Management?



Evaluate: How well are we doing?



Control: Are my subordinates doing the right thing?



Budget: Where should we spend money?



Motivate: How do I motivate staff?



Promote: How do I show our achievements?



Celebrate: What accomplishments should we celebrate?



Learn: What is working, and what is not?



Improve: What should we do to improve performance?



Why Performance Management?



Evaluate: How well are we doing?



Control: Are my subordinates doing the right thing?



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Celebrate: What accomplishments should we celebrate?



Learn: What is working, and what is not?



Improve: What should we do to improve performance?

CULTURE



Supportive Culture



Long-term thinking



Non-punitive and learning-oriented



Collaborative

Special Thanks

Town Council

Data Synthesis Group

Strategic Planning Committee

Advisory Board Members

Outside Partners



Questions?

