Town of Woodfin

Where Community Matters

Town Council Retreat

January 29, 2026

Facilitation Overview & Setting the Tone

Segment	Style	Purpose
Morning	Inclusive & Reflective	Build shared understanding and onboard new members
Midday	Analytical & Structured	Tackle finances and facilities in constructive framework
Afternoon	Creative & Decisive	Prioritize, plan, and recommit
Closing	Hopeful & Human	Leave with unity and purpose



Introductions & Icebreaker

Let’s Get to Know Each Other!

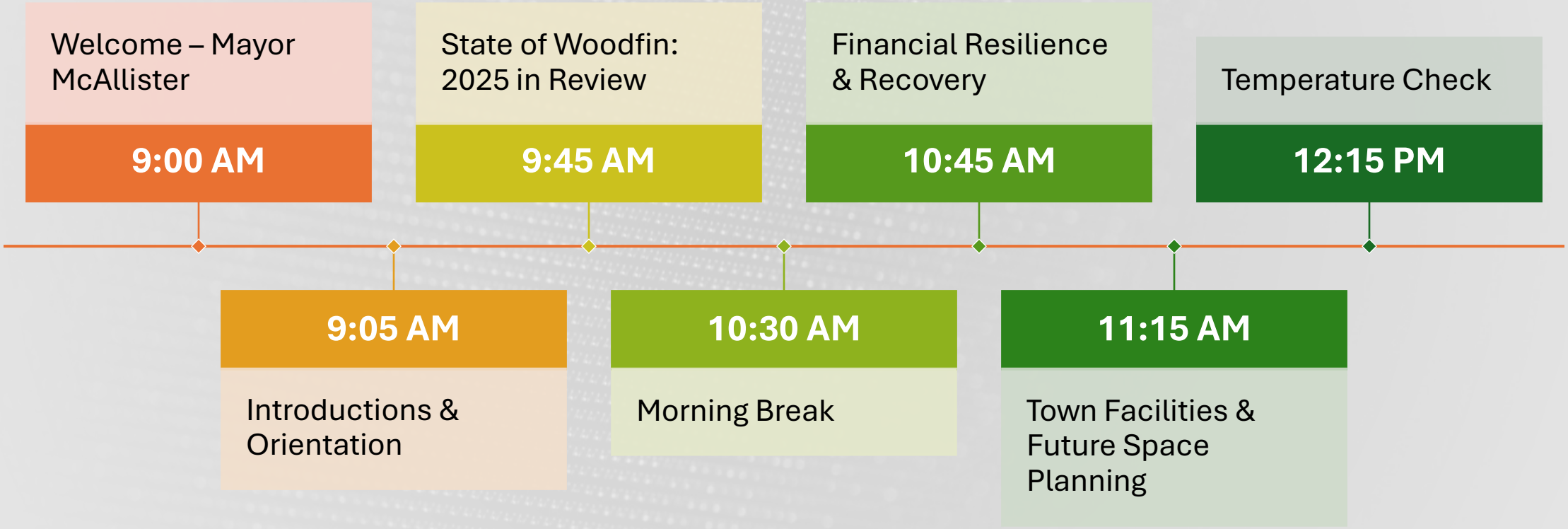
- **State your name.**
- **How many years you have been on the council or a member of staff?**
- **Why did you make the decision to become a public servant in your current role?**
- **Share something about yourself you think others may not know.**

They Can’t Owe You If They Don’t Know You

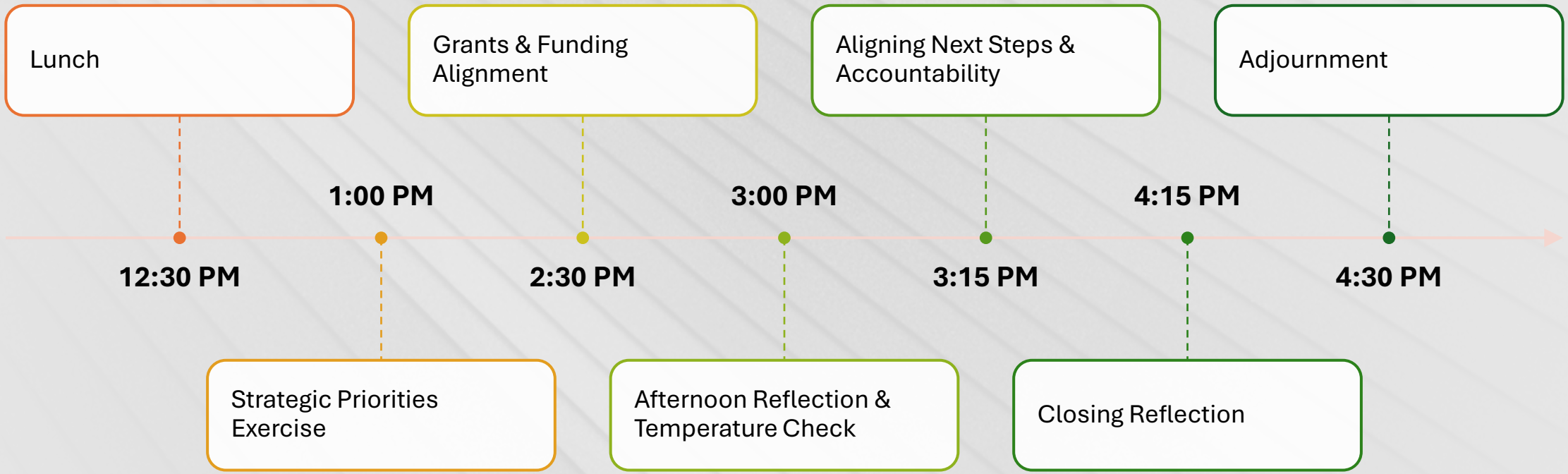
Expectations and Assumptions Check



Agenda


Welcome – Mayor McAllister
9:00 AM
9:05 AM
Introductions & Orientation
State of Woodfin: 2025 in Review
9:45 AM
10:30 AM
Morning Break
Financial Resilience & Recovery
10:45 AM
11:15 AM
Town Facilities & Future Space Planning
Temperature Check
12:15 PM

Agenda


Lunch
Grants & Funding Alignment
Aligning Next Steps & Accountability
Adjournment
12:30 PM
1:00 PM
2:30 PM
3:00 PM
3:15 PM
4:15 PM
4:30 PM
Strategic Priorities Exercise
Afternoon Reflection & Temperature Check
Closing Reflection

Ground Rules & Habits of Effective Groups

- Listen to understand
- One person talks at a time
- Ask genuine questions
- Be fully present
- Be specific and use examples
- Seek common ground and action



Two Forms of Government in North Carolina

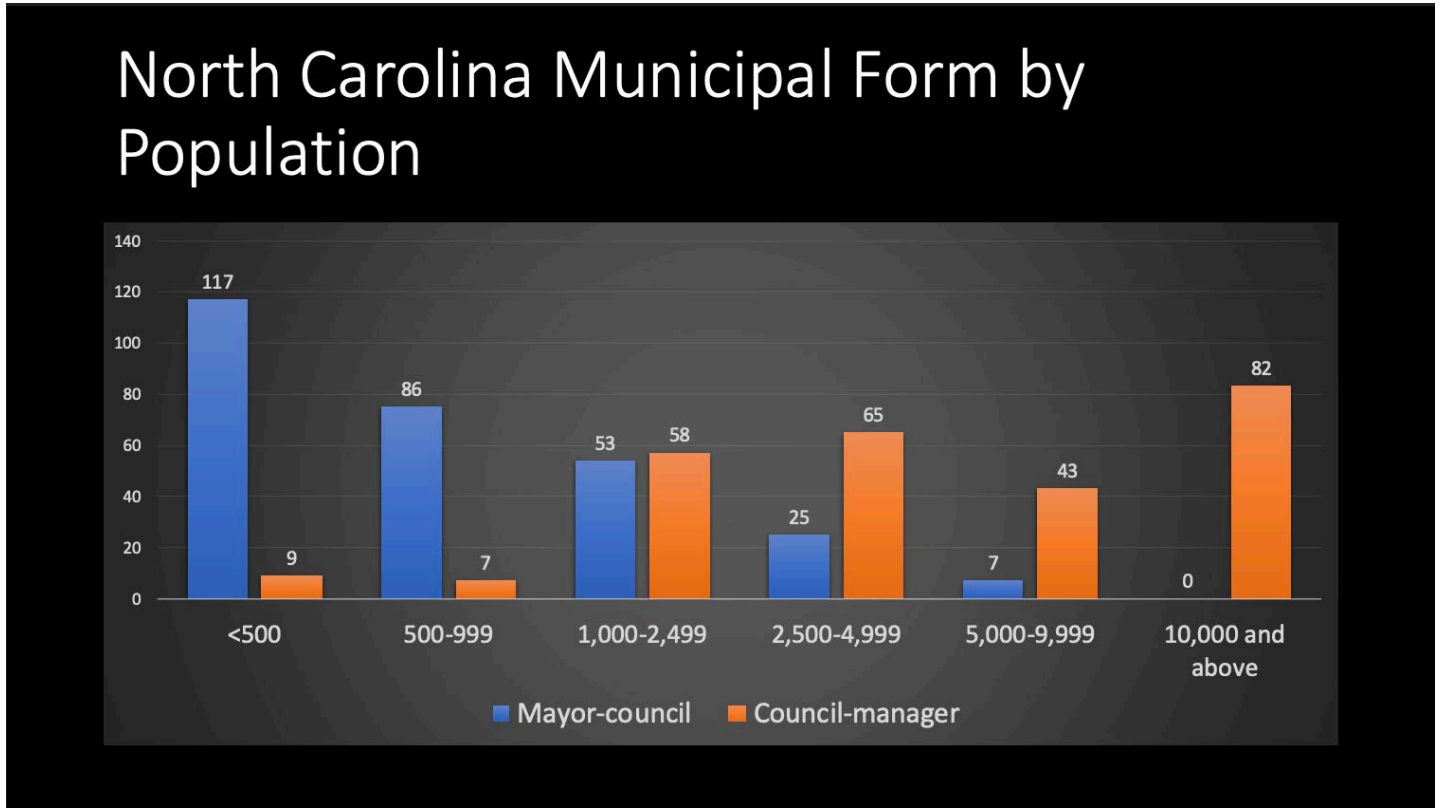


Mayor-Council

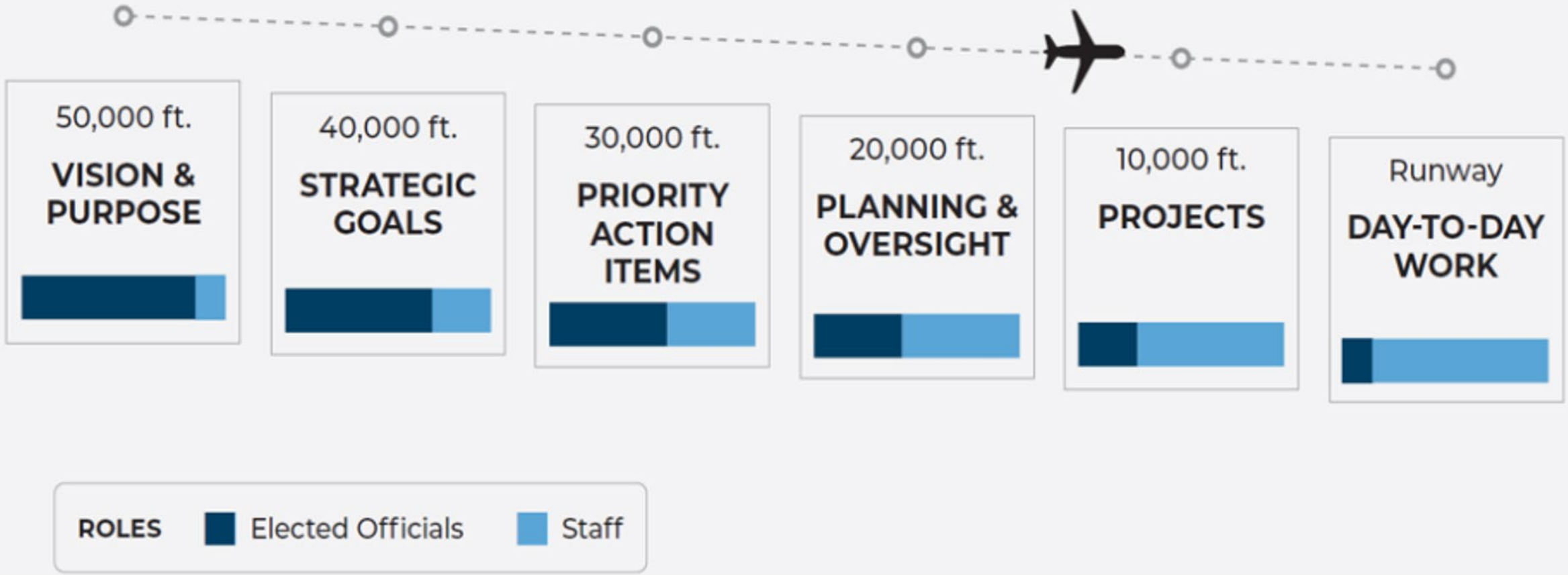


Council-Manager

Forms of Government in North Carolina



ELECTED OFFICIALS & STAFF WORK **FLIGHT ANALOGY**



Roles & Expectations

Think about the informal norms you already have in place and practice.

What is working well?

What could be improved?



Council Member Expectations of Each Other

- Examples:
  - Respond to constituents and share communications and responses amongst Council/Mayor
  - Do not pile on staff; be mindful of their workloads
  - Allow one another sufficient time to express an opinion
  - Show respect for one another, especially in public settings
  - Show up to meetings prepared
  - Discuss rationale for decisions and votes

Expectations of the Mayor

- Examples:
  - Anything that commits the Board is subject to full Council review
  - Keep meetings on track and moving
  - Help facilitate conversations among Council members
  - Liaise with Town Manager
  - Manage meetings in a way that allows all Council members to be heard
  - Attend ceremonial events

Expectations of the Mayor Pro Tem

- Examples:
  - Have close communication with the Mayor on Council matters
  - Be as familiar as the Mayor with the agendas
  - Be prepared to conduct the meeting in Mayor’s absence

Expectations of the Town Manager

- Examples:
  - Motivate and direct staff
  - Keep Council apprised of town developments (emergent issues)
  - Provide the same information to all Council members
  - Communicate to all Council members when one member has asked a question
  - Minimize surprises
  - Work to implement Council goals and priorities



Town Manager's Expectations of the Council

- Examples:
  - The Council should consult with the Town Manager before major policy decisions, not at the meetings without a heads up (no surprises)
  - Unexpected requests at Council meetings should be referred to staff for review
  - The Town Manager reports to the full Council, not one member
  - Communicate with staff through the manager, and the manager will delegate through department heads



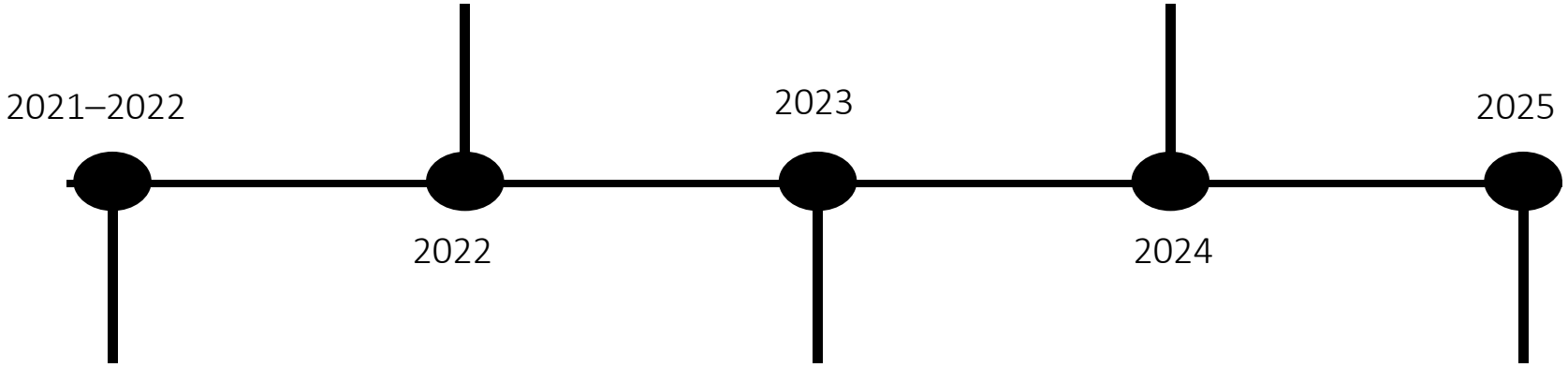
State of Woodfin 2025 In Review



2021-2025 Key Accomplishments

- Moved off LGC watchlist
- Garbage trucks & roll-out cans
- Enhanced STR standards
- New vehicles for Police Department

- Adopted Comprehensive Plan
- Resolved Robinhood Development land-use dispute
- Worked with legislature to move stormwater fees to tax bill



- Hired professional staff
- Upgraded office software & equipment
- Adopted Council–Manager form of government
- Adopted steep slope standards

- Street repaving projects (multi-year)
- Adopted stormwater ordinance & implemented fees
- Town Hall Feasibility

- Filled all vacancies
- Resolved “The Bluffs” land-use dispute
- Adopted flood ordinance
- Adopted Walk-Bike Woodfin

2025 Strategic Plan Goal Areas

I. Provide excellent town services
II. Promote affordable living, equity, and inclusion
III. Invest in transportation and infrastructure
IV. Build community through excellent police department service
V. Foster Woodfin's sense of place through quality government facilities
VI. Build community connections

Provide excellent town services

Accomplishments:

- Move forward with Code Update
- Move forward with Personnel Policy Update
- Added Chip Scanner
- Formed Communications Subcommittee
- Expand use of social media
- Implemented TextMyGov emergency alerts
- Sent Helene Anniversary Newsletter

Promote affordable living, equity & Inclusion

Accomplishments:

- Increased the supply of affordable units (permitted)
- Participate on local boards, committees, alliances devoted to increasing the supply of affordable housing
- Deepen existing relationships with community partners (ABCCM, MHO, Emma PODER, LOS, Thrive, etc.)
- Maintain Emergency Home Repair & Emergency Assistance grants
- Exploring zoning tools as part of Code Update

Invest in transportation & infrastructure

Accomplishments:

- Initiated research into a traffic calming policy
- Adopted the Walk-Bike Woodfin Plan
- Participate in NCDOT steering committee for Riverside Dr. sidepath study
- Participate in the Woodfin-WVL Greenway Feasibility study
- Support BC in building the Woodfin Greenways (Hwy. 251 & Beaverdam)
- Actively pursuing FEMA Public Assistance grants for park & infrastructure repair
- Actively pursuing outside funding sources to advance infrastructure resiliency
- Initiate traffic study of select roads for guardrails or other safety measures

Build community through excellent police department service

Accomplishments:

- Successfully recruit to fill all vacancies in WOPD!
- Refine career ladder & incentive pay plan
- Expanded community policing with business owner, resident, and faith leader outreach & local events
- Secure outside funding for various equipment, policy, and accreditation needs
- Initiate NCLEA and state accreditation processes; hire accreditation manager
- Provide monthly updates w/ meaningful data

Foster Woodfin's sense of place through quality government facilities

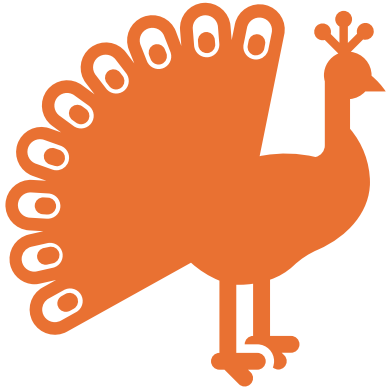
Accomplishments:

- Hold work session re: facility needs
- Extended lease with FMS for Community Center property through June 2027
- Completed several repairs/improvements to Town Hall
- Re-opened parks after Hurricane Helene
- Closed funding gap for Riverside Park – Phase II
- Actively pursuing FEMA Public Assistance grants & outside funding to enhance park facilities
- Woodfin Community Garden (at Geneva Maney) opened
- Paving at 8 Taylor St. completed; renovation of bath/kitchen initiated
- Pursue Footprint grant for back-up solar on Town Hall to improve resiliency

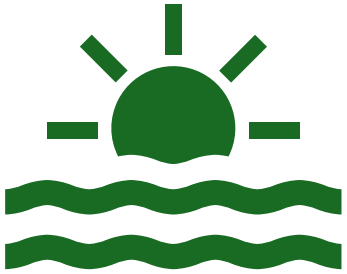
Build community connections

Accomplishments:

- Support: Woodfin Elementary School
  Woodfin Business Association
  Woodfin Community Garden
- Formed Community Partnership Subcommittee (UNC-A Warehouse)
- Formed Water Infrastructure Subcommittee
- Serve on area boards (LOS, MPO, MSD, AARRC, HOME Consortium, BC Bike-Ped Plan, etc.)
- Partner with MHO (Emergency Home Repair) and Asheville GreenWorks and Mountain True (River Clean-up)
- Form new Interfaith Alliance



What are you most proud of?



What should continue, evolve, or sunset in 2026?



Financial Resilience & Recovery

FEMA Recovery — Where Things Stand

Debris Removal Projects				
Title	**Status**	**Estimated Costs (FEMA)**	**Funds Received**	**Expected Funds**
Waterway Debris Removal - Companion	Pending Award	$227,192.90	$-	$227,192.90
Waterway Debris Removal - 100%	Obligated	$82,692.80	$82,692.80	$-
Waterway Debris Removal - 90%	Pending Scope and Cost Review by CRC	$1,124,024.50	$-	$1,124,024.50
PPDR Debris Removal - 100%	Pending EHP Review	$111,594.84	$-	$111,594.84
PPDR Debris Removal - 90%	Pending EHP Review	$202,644.43	$-	$202,644.43
Right-of-Way Debris Removal - 100%	Obligated	$824,031.25	$824,031.25	$-
Right-of-Way Debris Removal - 100% (amendment)	Project being created	$71,669.74	$-	$71,669.74
Right-of-Way Debris Removal - 90%	Application under review	$550,880.31	$-	$550,880.31
		TOTAL	**$906,724.05**	**$2,288,006.72**

FEMA Recovery — Where Things Stand

Facitiles and Infrastructure Projects					
Title	**Status**	**Estimated Costs (FEMA)**	**Funds Received**	**Expected Funds**	
Culverts	Pending Scope and Cost Development	$406,486.25	$-	$406,486.25	
Roads	Pending Initial Project Development	$47,989.22		$47,989.22	
French Broad Stabilization	Pending EHP Review	$675,847.08		$675,847.08	
Emergency Protective Measures	Obligated	$133,917.91	$133,917.91	$-	
Riverside Park	Obligated	$51,765.81	$51,765.81	$-	
Riverside Park - Gazebo/Pavilion	Obligated	$29,944.88	$29,944.88	$-	
Silver-Line Park	Pending Scope and Cost Development	$453,238.00	$-	$453,238.00	
		TOTAL	**$215,628.60**	**$1,583,560.55**	

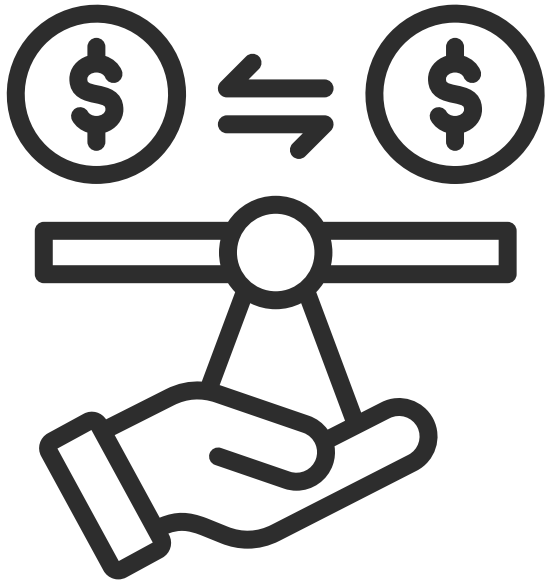
Fund Balance

- A fund balance is

  the **portion** of the Town's **General Fund** that remains after all **revenues** and **expenditures** are accounted for at the **end of a fiscal year.**

- A fund balance is *not*

  surplus revenue and is **not** available for ongoing **operating costs.**

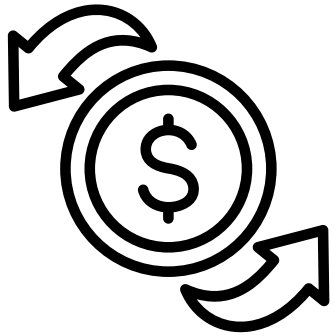


Why Fund Balance Matters

Fund balance protects the Town's ability to operate during emergencies, manage cash flow, and avoid costly borrowing.



Emergencies



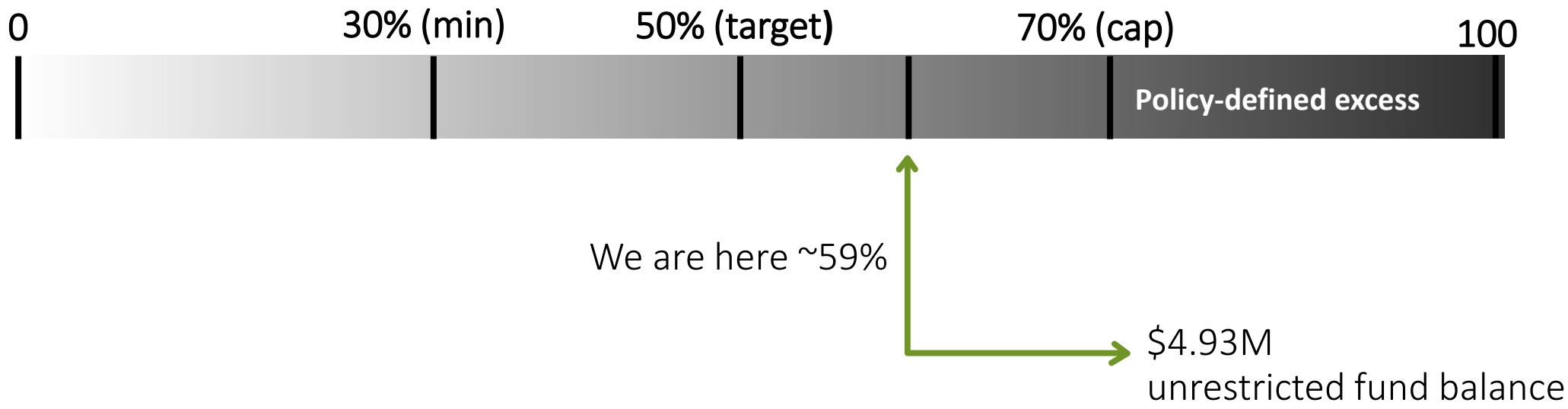
Cash Flow



Credit Worthiness

Our Policy vs. Where We Are

We are within policy and near the target — funds are stable, but not unlimited.



Based on FY 2025 unrestricted fund balance ÷ annual expenditures (5-year snapshot).

What This Means

- Being **within policy** means the Town is financially stable.
- It does **not** mean the full $4.93M is available to spend.
- Fund balance supports:
  - emergency response,
  - cash flow timing,
  - credit strength for borrowing.
- Only amounts **above the policy cap (70% of annual expenditures)** are considered “excess.”
- We are **below** that threshold.

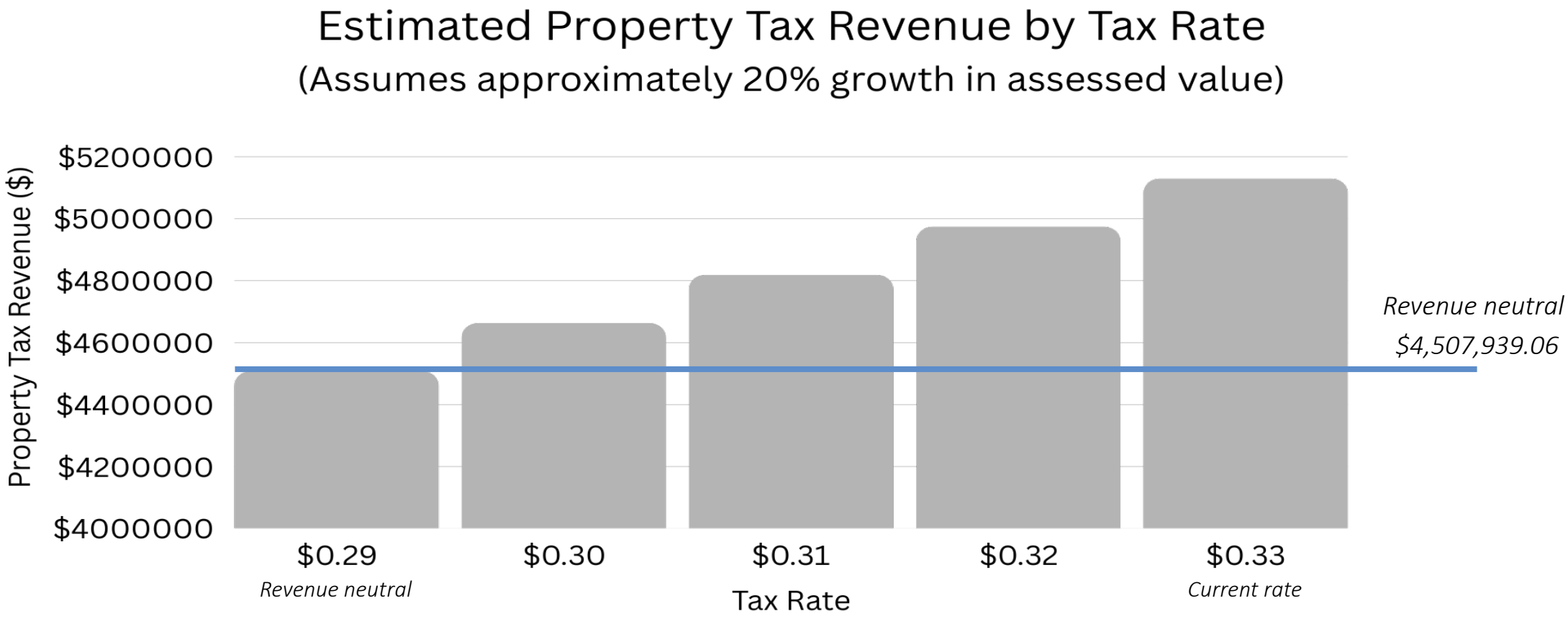
Revenue Neutral

This table compares several tax-rate options using the same valuation assumption, with the revenue-neutral rate shown as the reference point. For each additional penny in tax rate we will generate an estimated $155,466.

	Tax Rate	Property Tax Revenue	Additional Revenue over Revenue-Neutral
Revenue neutral rate	$0.29	$4,507,939.06	—
	$0.30	$4,663,385.23	$ 155,446.17
	$0.31	$4,818,831.41	$ 310,892.35
	$0.32	$4,974,277.58	$ 466,338.52
Current tax rate	$0.33	$5,129,723.75	$ 621,784.70

Amounts are based on an assumed assessed value of approximately $1.566B, reflecting an estimated 20% increase following revaluation. Final values may vary.

Tax Rates


Estimated Property Tax Revenue by Tax Rate
(Assumes approximately 20% growth in assessed value)
Property Tax Revenue ($)
$5200000
$5000000
$4800000
$4600000
$4400000
$4200000
$4000000
$0.29
Revenue neutral
$0.30
$0.31
$0.32
$0.33
Current rate
Tax Rate
Revenue neutral
$4,507,939.06

General Fund Balance — Where We Are Now

- Unrestricted fund balance: **$4.9 million**
- Annual operating expenses: **$7.2 million**
- Unrestricted balance equals **~59% of expenses**
- FY 2025 includes **one-time** Hurricane Helene impacts

Restricted and assigned funds shown in appendix.

Coming Soon

Today's discussion is a snapshot.

Longer-term fund balance **decisions** will be discussed in detail at the **March Budget Work Session**, with additional financial projections.

Debt Snapshot as of FY 2026

Debt	Date Issued	Balance	Paid in Full
Street Vehicles	**2021**	22,971	2027
Sanitation Trucks	**2022**	173,036	2028
State of NC	**2025**	1,503,845	2030
GO Bonds	**2020**	2,000,000	2036
GO Bonds	**2022**	1,200,000	2038
Street Paving	**2022**	1,883,000	2038
Total		$6,782,852	
TIF Reynolds Mtn	**2008**	*4,046,774	2037

*Estimate Provided by Buncombe County



Town Facilities & Future Space Planning

Town Owned Properties

Community Center

Ball Fields

Park



Vacant Land

Public Works

Town Hall

Community Center – Current Conditions



Community center

**Currently leased by Montessori School*

- Extensive termite damage
- Aging infrastructure
- Outdoor amenities in poor condition

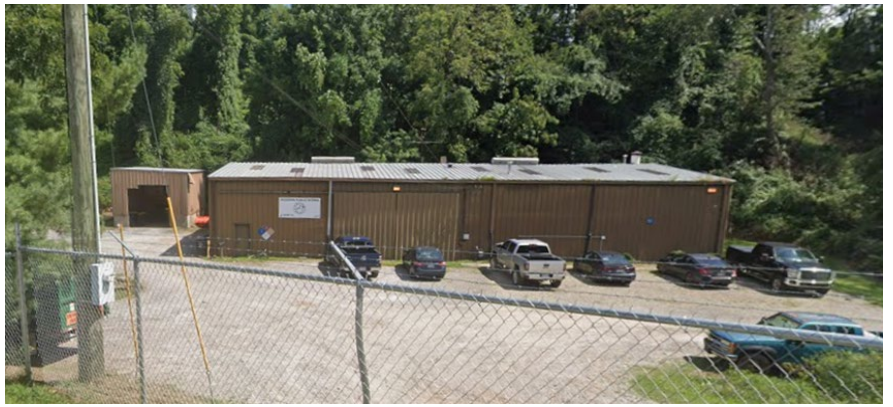


Public Works – Current Conditions



Public Works

- New salt shed constructed
- Bathroom remodel underway
- Future interior improvements will be needed
- Sinkhole



Ball Fields – Current Conditions



Ball Fields

- Steps from community center in disrepair
- Damages to perimeter fence
- Requires general cleanup and further attention



Roy Pope – Current Conditions

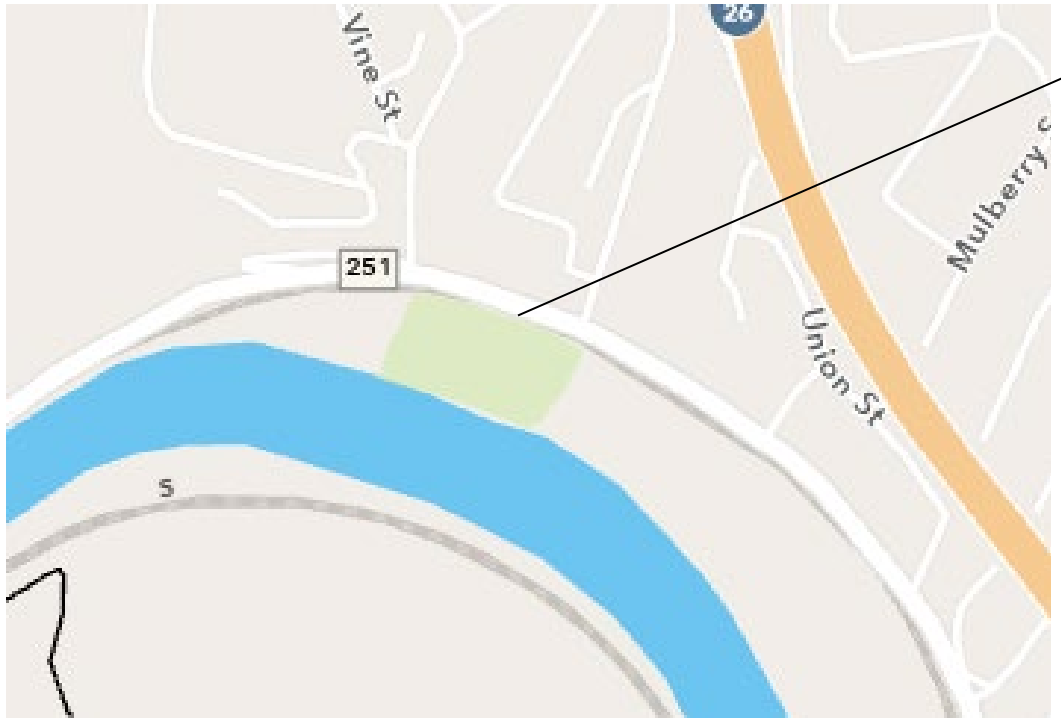


Roy Pope Park

- Minor repairs completed last summer
- Aging playground equipment
- Continue to monitor for future repairs



Silver-Line Park – Current Conditions

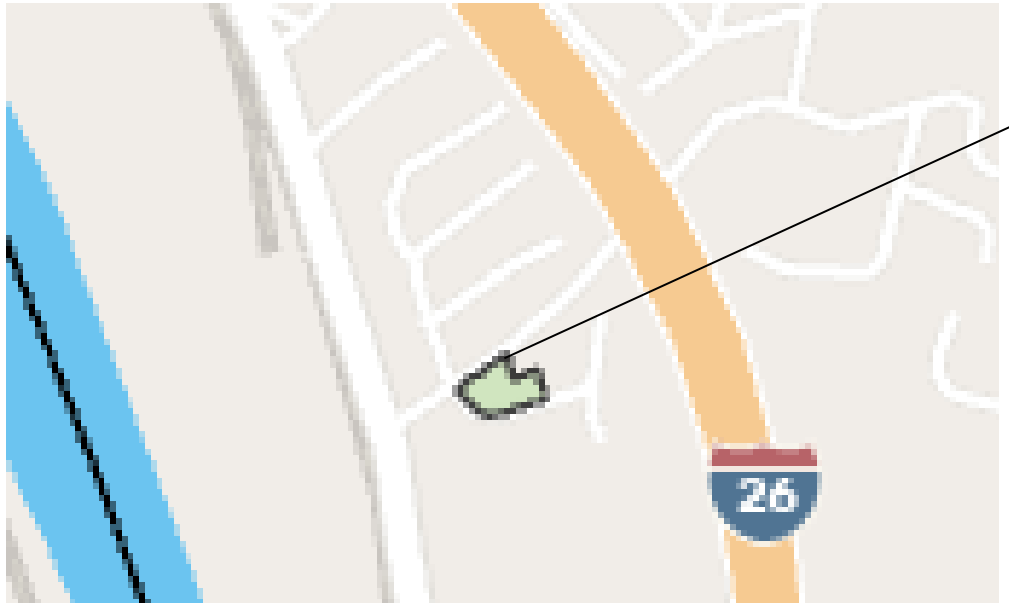


Silver-Line Park

- Park open with Helene damages
- Kickoff meeting with contractor this week
- Construction to begin soon



Geneva Maney Park – Current Conditions

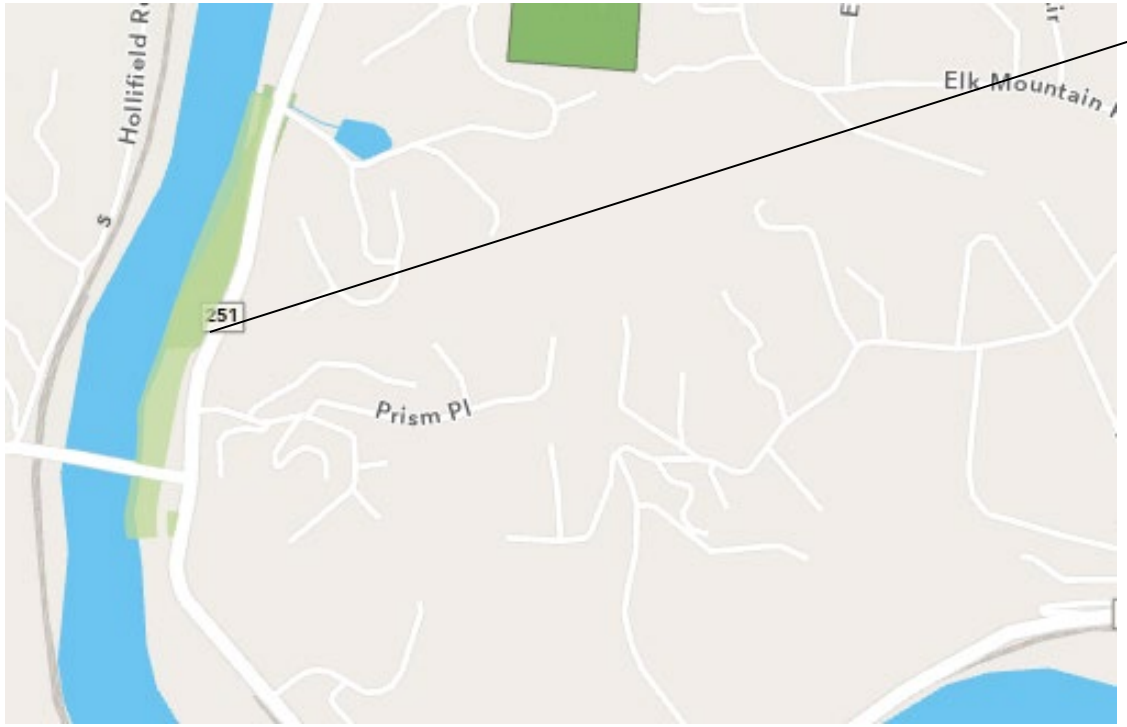


Geneva Maney Park

- Community garden site
- Construction completed in 2025
- Plan to open to community in Spring 2026



Riverside Park – Current Conditions



Riverside Park

- Construction to begin in next few
- FEMA damages accepted and obligated
- Tentative completion date of Summer 2027



Vacant Properties – Current Conditions



Vacant Properties

- Three parcels totaling less than 1 acre

1. End of Elkwood Ave and Elk Mountain Rd
2. Weaverville Road near N Woodfin Ave intersection
3. Strip along edge of Elk Mountain Road

Town Hall – Current Conditions



Town Hall

- Aging HVAC, systems
- Space constraints
- Inefficient technology infrastructure
- Accessibility concerns



Current Conditions – Town Hall

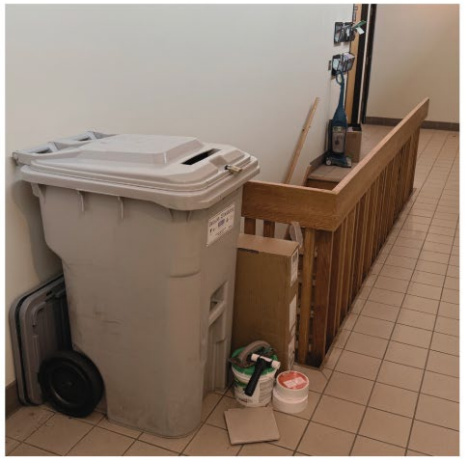


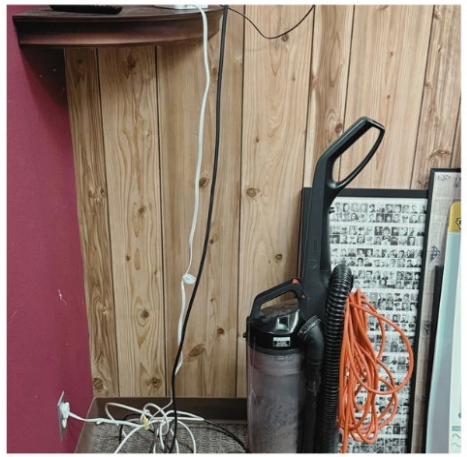






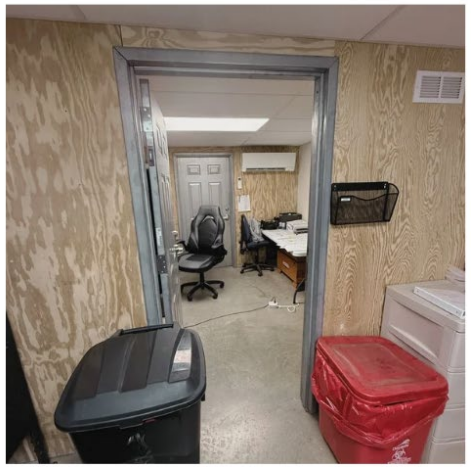
Current Conditions – Town Hall









2023 Town Hall Feasibility Study



Key Takeaways



- Create a 21st - century workplace for staff and elected officials
- Reflect Woodfin's culture and values
- Showcase sustainability through design
- Create a welcoming place for the community
- Prioritize approachability, accessibility and safety
- Create a one-stop shop for residents to engage with civic services

September 30, 2025—Work Session



What Council Identified

Needs

- Space, security, public access, future flexibility

Goals

- Quality service, accessibility, safety, sustainability

Information Needed

- Financial capacity
- Tax revaluation context
- Grants and funding options
- Police facility requirements

Decision Path Exercise – Lotus Blossom Activity

Identify what information, if any, is missing to make a final Town Hall decision

Define milestones and accountability steps for 2026

Temperature Check

What is working well today?

What is missing?

Do we need to adjust the agenda or keep going?

Lunch



Strategic Priorities Exercise

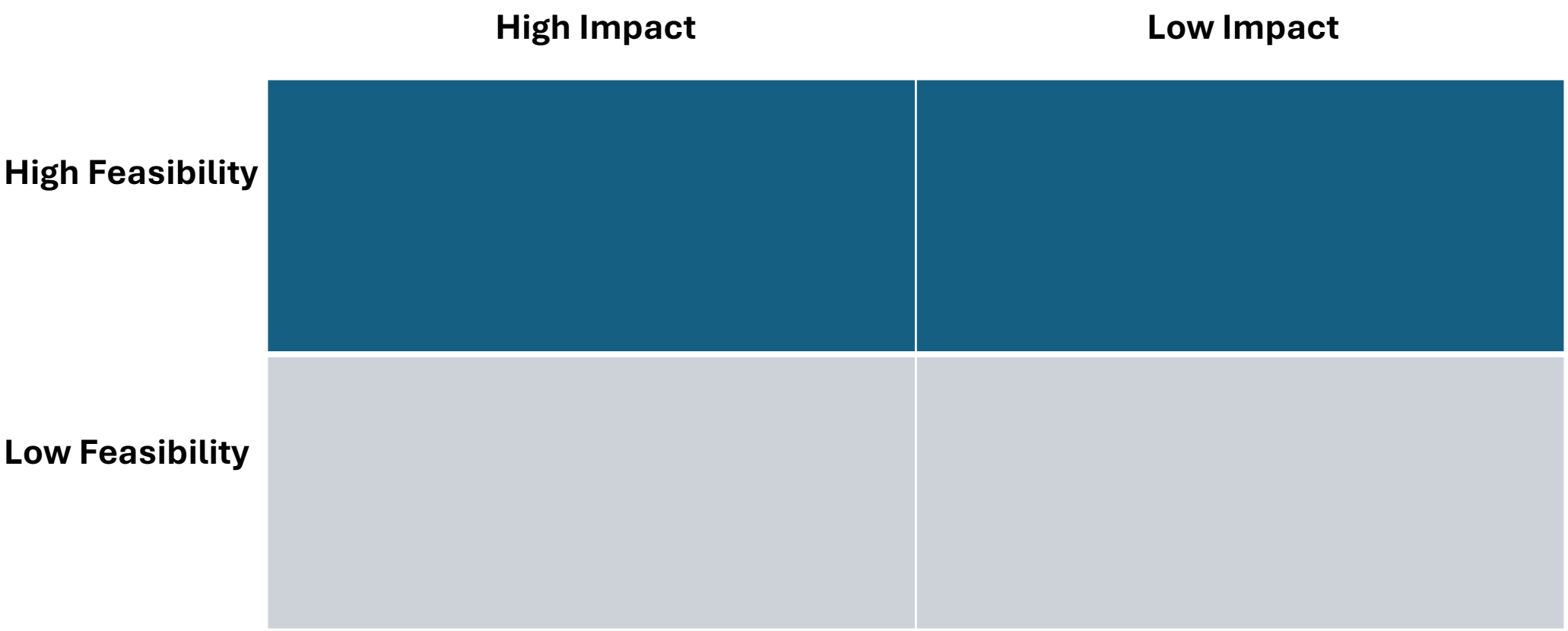




Brainstorm Emerging Needs & Ongoing Priorities

Impact-Feasibility Matrix

Place your post it note ideas on the Matrix



Grants & Funding Alignment



Grants & Funding Alignment



Small Group Discussion

Match top 2026-2027 projects with funding sources



Report out: Which funding pathways align best with your strategic priorities?

Temperature Check



What went well today?



Is anything missing?



Do we need to adjust the pace or revisit any topics before moving forward?

Aligning Next Steps & Accountability



Confirm Next Steps for Town Hall Decision Process



Revisit Lotus Blossom Activity

Assign Leads & Check-in Points

1

Agree on the top 3-5 priorities

2

Assign leads for each priority

3

Assign check-in points for each priority

Mid-year Retreat or Work Session?



Appreciation for Staff Support

Closing Reflection & Adjournment



Summary of key themes and next steps



Closing Reflection Roundtable:

Now that you have your priorities for the year, what are you most excited about?

If one of these priorities/goals were achieved, what would the headline be on the nightly news?



Adjournment

Thank you!

Appendix

Best Practice - Fund Balance policy

Considerations for a fund balance policy	Establish floor, ceiling and target levels of unrestricted fund balance as percent of annual expenditures	Excess fund balance uses
• Contingencies • Creditworthiness • Financing cost avoidance • Investment income • Cashflow • Guidance and clarity	• 30% minimum • 50% target • 70% cap	• One-time capital project expenditures • Pay down outstanding debt • New program/service start up costs.

Appendix

Town of Woodfin's General Fund Balance Breakdown as of June 30, 2025

- Total ending Fund Balance $6,562,828

- Restricted Portion of Fund Balance $1,636,653
- Powell Bill $ 326,921
- Unauthorized Substance Tax – Police $8,261
- State Stabilization $ 264,111
- Parks - $137,360
- Assigned Fund Balance -Town Hall - $ 900,000

  (informally assigned $300,000 and $600,000 in FY's 24 and 25)

- **Unrestricted Fund Balance $4,926,175**

- **2025 Expenditures incl. extraordinary event $7,233,871**

- **FY 2025 Percentage of Expenditures 59.43%**

Appendix

Fund Balance - 5 Year Snapshot

Fund Balance - 4 year Snapshot				
	FY2022	**FY2023**	**FY2024**	**FY2025**
Total General Fund Revenue & other Sources of Funds	6,552,653	7,825,286	7,657,085	8,241,308
General Fund Expenditures & Extradinary Items	4,085,413	7,514,057	7,807,802	8,288,842
Net Change in Fund Balance	2,467,240	311,229	(150,717)	(47,534)
Ending Total Fund Balance	6,448,754	6,759,983	6,610,362	6,562,828
Less Restricted Portion of Fund Balance	443,535	1,630,014	1,556,801	1,636,653
Unrestricted Fund Balance	6,005,219	5,129,969	5,053,561	4,926,175
As a Percentage of Expenditures	146.99%	68.27%	64.72%	59.43%

FY 2025 Projected Expenditures
$ 8,288,842

Fund Balance required At:	Minimum	30%	2,486,653
	Target	50%	4,144,421
	Maximum	70%	5,802,189

Appendix

Town Debt Service Schedule 2026

As of January 21, 2026			BB&T		First Horizon		Truist Bank		Hometrust Bank		Truist Bank		Pinacle Bank		Buncombe County		State of NC		State of NC		State of NC	
Total outstanding debt		**$ 6,857,889**	Issued	2010	Issued	2020	Issued	Oct-21	Issued	Apr-22	Issued	Jul-22	Issued	Oct-22	Issued	2008	Issued	Mar-25	Issued	Mar-25	Issued	Sep-25
Estimated population		**8,158**	Financed	$ 320,000	Financed	$ 3,000,000	Financed	$ 111,443	Financed	$ 418,000	Financed	$ 2,300,000	Financed	$ 1,500,000	Financed	11885000	Financed	$ 664,984	Financed	$ 438,792	Financed	$ 400,072
Debt per capita		**$ 841**	Type	nstallment	Type	GO bonds	Type	Installment	Type	Installment	Type	Installment	Type	GO bonds	Type	Bonds	Type	CF loan rd 1	Type	CF loann Rd 2	Type	CF loan Rd 3
Cents of tax rate		**6.08**	Description	5 Taylor St	Description	WGB	Description	Vehicles	Description	nitation vehicles	Description	nprovements	Description	WGB	Description	RV Downtown T	Description	Disaster Asst	Description	Disaster Asst	Description	Disaster Asst
	Debt Service	Expenditures	Function	ublic Works	Function	Parks	Function	Streets	Function	Sanitation	Function	Streets	Function	Parks	Function	Infrastructure	Function	Admin	Function	Admin	Function	Admin
	$ 1,050,705	$8,288,842.00	Rate	3.79%	Rate	1.75%	Rate	1.45%	Rate	2.19%	Rate	3.19%	Rate	3.55%	Rate		Rate	0.00%	Rate	0.00%	Rate	0.00%
As a % of		12.68%	Monthly Payments		Payments due 11/1 and 5/1		Payments due 10/26 ann.		Payments due 10/5 ann		Pmts due 8/1 and 2/1		Pmts due 5/1 and 11/1		Pmts due 5/1 and 11/1		1st Pmt due 3/11 and then 6/3		1st Pmt due 6/17 and then 6/30		1st Pmt due 9/17 and then 6/30	
Period ending 6/30	**Debt service**	**Balance**	Debt service	Balance	Debt service	Balance	Debt service	Balance	Debt service	Balance	Debt service	Balance	Debt service	Balance	Debt service	Balance	Debt service	Balance	Debt service	Balance		
2020	**$ 34,218**	**$ 132,698**	$ 34,218	$ 132,698																		
2021	**56,985**	**3,109,412**	33,214	109,412	23,771	3,000,000																
2022	**282,961**	**2,996,781**	32,211	85,228	250,750	2,800,000	-	111,553														
2023	**365,888**	**7,021,204**	27,913	60,111	247,250	2,600,000	23,311	89,093		418,000	40,049	2,354,000	27,365	1,500,000								
2024	**765,408**	**6,446,141**	27,913	34,026	243,750	2,400,000	23,311	67,913	89,370	347,203	229,588	2,197,000	151,475	1,400,000								
2025	**753,350**	**7,359,591**	27,913	6,935	240,250	2,200,000	23,311	45,607	89,370	263,202	224,580	2,040,000	147,925	1,300,000	323869			664,984		$ 438,792		$ 400,072
2026	**1,050,705**	**6,782,852**	6,978	-	236,750	2,000,000	23,311	22,971	89,370	173,036	219,572	1,883,000	144,375	1,200,000	330346		1.00	664,983	1.00	438,791	1	400,071
2027	**1,188,647**	**6,066,915**			233,240	1,800,000	23,311	-	89,370	87,455	214,564	1,726,000	140,825	1,100,000	336953		66,498.40	598,485	43,879.20	394,912	40,007	360,064
2028	**1,310,412**	**5,221,691**			229,750	1,600,000			89,370		209,555	1,569,000	137,275	1,000,000	343692		132,996.80	465,488	87,758.39	307,153	80,014	280,049
2029	**1,366,241**	**4,313,536**			226,250	1,400,000					204,547	1,412,000	133,725	900,000	350565		199,495.20	265,993	131,637.59	175,516	120,022	160,028
2030	**1,511,579**	**3,255,000**			222,750	1,200,000					199,539	1,255,000	130,175	800,000	357577		265,992.60	-	175,516.78	(0)	160,029	(0)
2031	**905,133**	**2,798,000**			219,250	1,000,000					194,530	1,098,000	126,625	700,000	364728							
2032	**900,370**	**2,341,000**			215,750	800,000					189,522	941,000	123,075	600,000	372023							
2033	**895,753**	**1,884,000**			212,250	600,000					184,514	784,000	119,525	500,000	379464							
2034	**891,283**	**1,427,000**			208,750	400,000					179,505	627,000	115,975	400,000	387053							
2035	**886,966**	**970,000**			205,250	200,000					174,497	470,000	112,425	300,000	394794							
2036	**882,804**	**513,000**			201,750	-					169,489	313,000	108,875	200,000	402690							
2037	**680,550**	**256,000**									164,481	156,000	105,325	100,000	410744							
2038	**260,263**	**-**									158,488	-	101,775	-								

Paid off Dec.26

Appendix