

Town of Youngsville
P. O. Box 190
134 US 1A South
Youngsville, NC 27596
(919) 556-5073
Fax (919) 556-0995
Townyngs@townofyoungsville.org

MINUTES

JUNE 12, 2017

7:00 PM

WORK SESSION

YOUNGSVILLE COMMUNITY HOUSE

Mayor Fonzie Flowers called the Work Session of the Town of Youngsville Board of Commissioners to order at 7:00pm. In attendance were Commissioners Graham Stallings, Catherine Redd, Larry Wiggins, and Terry Hedlund. Commissioner Joseph Johnson was unable to attend. Also in attendance were Town Administrator Bill Tatum and Town Clerk / Tax Collector Emily Hurd. A representative of the Franklin Times was also present.

Mayor Flowers moved the continued discussion of hiring a new Town Administrator to the first item on the agenda. Leamon Brice, N*Focus, wanted to offer a solution to the Town Administrator position. He explained that N*Focus offers more than just planning and zoning support, he himself is a retired Town Manager, with close to forty years' experience. Mr. Brice stated that it seemed the Board was looking to move forward with a full time Town Administrator. He explained that N*Focus was trying to create a management / public administration side. Mr. Brice stated that N*Focus could help the Town recruit a full time or part time Town Administrator, even on an interim basis. He stated that they could come in and work on individual projects if the Town Administrator was unable to work on those projects for any reason.

Mr. Brice stated that they have found someone in the local area that would be interested in the job part time as they are retired and only allowed to work 1,000 hours. Mr. Brice stated that he felt that Youngsville would attract mostly applicants that are fresh out of college with little to no experience. He stated that they may be ready to work hard but will make mistakes along the way. Mr. Brice stated that those without experience aren't prepared and may leave the Town without the proper vision, policies, or processes. He stated that it may also lead to problems with employees. For example, as the town grows, current staff may be unprepared for how to handle the extra work and they will rely on the Town Administrator to help direct the way. If the Town Administrator has no experience, they may not be able to help fix the issues either. Mr. Brice reiterated that he has found someone nearby that may be willing to start after Labor Day. He stated that this may also work out that he could train a rookie to step in full time when we are ready.

Tatum noted that the staff we already have from N*Focus has worked out well. He explained that Youngsville has a lot of growth heading our way and we need someone with experience and contacts to help us grow. Tatum stated that he has done mostly the financial aspect of the job but has not been able to attend meetings and do the municipal aspects as they have been needed. Mr. Brice stated that having a person with experience part time, for a short period of time, will help us get where we need to be. He stated that

we need guidance and that is difficult from a Town Administrator with no experience. Mr. Brice stated that we need to get the vision of Youngsville set and let them focus on the Town Administrator duties and get someone else to do the financial portion. He stated that it would cost approximately \$80,000 - \$90,000 to get a full time Town Administrator with experience.

Mayor Flowers expressed concerns that October is just around the corner and we need to have a decision soon. He stated that we need to be aggressive in our search. Mayor Flowers noted that it could take months to find the right candidate that will fit in with Youngsville and our needs. He stated that if we hire through N*Focus, and they don't work out, then N*Focus will find us another, as they will actually be the employee of N*Focus, instead of Youngsville. Commissioner Hedlund stated that he liked the idea of having a backup. Mr. Brice stated that N*Focus could find someone that would serve as an interim Town Administrator.

Commissioner Wiggins expressed his concerns that part time won't be able to fulfill all of the duties that the Town Administrator should be doing. He stated that Chief Kirts is managing the maintenance department when that should be with the Town Administrator. Commissioner Wiggins stated that he can't see going with a part time Town Administrator when the need was for full time. He stated that we are at the edge of significant growth in our area. Mr. Brice agreed that we needed a Town Administrator to look at the overall big picture but stated that normally there was a supervisor in charge of maintenance instead of either the Town Administrator or the Police Chief. He stated that we need to figure out what is most important for the vision of Youngsville's future. Mr. Brice stated that some towns have no concept of what it involves until they are in the middle of all of that growth. Commissioner Wiggins stated that we have some concept already based on the growth in Wake Forest. Commissioner Redd stated that Envision Youngsville report gives a good vision for what the citizens want for the future of Youngsville. Tatum clarified that Youngsville still doesn't have a Comprehensive Development Plan (CDP) though it has been discussed often. Commissioner Redd wanted to clarify that the CDP would be something that a Town Administrator would work on and Mr. Brice stated yes. Commissioner Redd asked Mr. Brice who he thought should oversee the maintenance department and Mayor Flowers stated that there should be someone competent enough in charge. Commissioner Redd stated that the Board needed to decide if they want a part time or full time Town Administrator, which would help in the decision on how to recruit. She stated that we are looking for someone that can attend meetings, be present more, and help create plans such as the CDP. Mr. Brice stated that it would be difficult for the Town Administrator to do the entire CDP, they would manage those that were doing the CDP and help with the Public Hearings and contracts. Commissioner Redd stated that she wants to make sure that whoever we hire knows this, as we don't have a lot of group effort in this town. She stated that she just wanted to make sure that we get someone that can help get the people to make a group effort as well as being the leader.

Mr. Brice stated that the candidate they were looking at was retired Wake Forest Manager, Mark Williams. He stated that he felt it was important to have someone from the region who knows the area and has seen the growth. When asked, Mr. Brice stated

that he was only aware of the limited hours allowed for retirement, he didn't know how many years that Mr. Williams would be willing to provide. Commissioner Redd clarified that Mr. Williams would only be allowed to work 1,000 a year because of retirement and Mr. Brice stated that was correct.

Commissioner Hedlund stated that he felt the incoming Town Administrator would need to manage public works for a long period of time. He stated that it didn't need to stay with the Police Department and we couldn't afford to hire another person to supervise the department.

Commissioners Redd and Wiggins both stated that Mr. Williams was very good and worth getting even if it was part time. She asked if part time would work for Youngsville. Tatum clarified that he was limited to 1,000 hours per year but was not limited to how many hours per week he could work. If he worked more than twenty hours a week, then he could short another week to make up for it. Commissioner Stallings stated that it still goes back to it being part time. Mayor Flowers stated that this was a good starting point. He stated that we could deal with part time to start with then look for someone full time when we need. Mayor Flowers stated that it would give us a cushion. Hurd stated that it would help the Town find the right direction so that we would better know what we want and where we want to go when we hire a full time Town Administrator. Commissioner Wiggins stated that if we did go for a part time person, we couldn't do better than Mark Williams. His concern was that part time might not be adequate for our needs. Commissioner Redd agreed. Mayor Flowers had concerns putting an investment into a salaried employee if they end up not being the right person for Youngsville.

Commissioner Wiggins wanted to clarify that we would split the accounting to a firm. He stated that this would allow us to bring in an experienced man for 2.5 days a week and allow him to work on Town Administrator items instead of using one of his days for finance. Mr. Brice agreed that if you fill the financial void that Tatum will leave, then you are getting twenty hours of pure Town Administrator duties. Mr. Brice stated that if the Board did decide to hire someone fresh out of college, then this would be a good training opportunity with Mr. Williams. Commissioner Redd stated that if the Board was fine with hiring a part time Town Administrator, she was curious how long the Town could function with someone only as part time. She stated that we needed to be more cohesive with other groups such as the Planning Board, YABA, CAMPO, etc. Hurd asked Tatum how long it took to get a good handle on the financial situation when he came in and Tatum stated approximately six months. Hurd noted that there was an immediate difference when Tatum took over but agreed it took about six months to level things out. Tatum explained that it was all about systems, and once the system was created and in place, then it flows. He stated once everything was in place it was not always necessary for the Town Administrator to do all of it, they would be able to delegate duties. Tatum stated that we need someone to come in and give us a definition of what we need to be doing because none of it has really been done for six years and what was being done before was a lot of YABA and personal stuff. He stated that once you have the framework, it won't be that difficult. Tatum stated that it will then break down to getting what needed to be done when it needed to be done. Commissioner

Wiggins noted that getting twenty hours a week doing Town Administrator duties is more than we've had as Tatum has focused mostly on the financial aspect, especially if we subcontract the financial duties. Tatum stated that it was a bookkeeping function that could be done by either a bookkeeper or an accounting firm. Commissioner Wiggins agreed and stated that the current employees couldn't take it over as they have their own duties. When asked, Tatum stated that it was not a full time job. Commissioner Wiggins stated that if the Town Administrator did both the financial and administration duties, then it would be a full time job and Tatum agreed. Mayor Flowers agreed that it would take a minimum of six months to get on track and then we can continue to plan after that. He stated that he wasn't sure if we should limit the length of time that we would want to keep Mr. Williams, especially if things are working out right. Commissioner Wiggins stated that we could continue that way as long as we're satisfied with it. Mr. Brice stated that he felt it would take around four to eight months but Mr. Williams should be able to tell by the fourth month. Commissioner Hedlund stated that he felt it would take at least a year to learn what we don't know. He stated that it will be flexible and we can always change it. Commissioner Wiggins stated that getting a local, retired individual helps in that we won't have to worry about them having to move to Youngsville and we won't feel bad about having to let him go. He stated that he didn't think we would want to let Mr. Williams go. Commissioner Wiggins stated that Mr. Williams worked his way up through the system in Wake Forest and had good experience. Mr. Brice agreed that within six months, Mr. Williams will be able to tell the Board where they are and what needs to happen over the next six to twelve months. Commissioner Hedlund stated that it seemed to be the best solution. Mayor Flowers asked about contract length and Mr. Brice stated that we could start with a set amount and then go month to month from there.

Mayor Flowers wanted to note that all of the N*Focus employees thus far have been outstanding and top notch. He stated that it was obvious that they delivered high quality, high caliber people. Hurd stated the Board didn't get to see on a daily basis but working with Clark, Belk and Thomas, you realize that you also get the entire staff of N*Focus to help when needed. Should you need an answer that someone doesn't have, they can find it for you. Hurd stated that not only are you getting the employee but you are getting a backup system as well. Commissioner Wiggins stated that was a tremendous asset.

Commissioner Redd asked how it looked financially to use N*Focus for a part time employee and Mayor Flowers stated that it looks to save us money. Tatum agreed that in theory it would save us money. Commissioner Wiggins asked what the bookkeeper would cost the town and Tatum stated that he will be making some inquiries and asked that Commissioner Redd ask her associates as well. Commissioner Hedlund stated that he also wanted to look at getting quotes on contracting out the mowing services and Tatum stated that he felt it was more of a management issue. Tatum stated that circumstances that have put the department behind schedule and we need to give that time to get caught up. He stated that the expectation level is higher than performance level and that needs to be dealt with as well. Commissioner Hedlund stated this was not something that we needed to talk about tonight. Mayor Flowers stated that having someone fully functional in that position would help with issues like this. Tatum stated that if the department heads are doing their jobs, then the Town Administrator will have time to do the high level stuff, which is what they are hired to do.

Commissioner Stallings stated that he would support the decision of the Board either way but he still felt that we needed to have someone full time, even if they were inexperienced. He reiterated that he would support the Board and thinks it's a great idea as well. Commissioner Redd stated that she agreed that we needed a full time Town Administrator but Mr. Williams was very impressive and Commissioner Stallings agreed. Commissioner Redd stated that we could then hire someone new to the field and Mr. Williams could help train them. Commissioner Redd stated that she is anxious about it because she does feel that we will need more than twenty hours a week. Commissioner Stallings stated that Mr. Williams could be one of the best things to happen to Youngsville. Commissioner Wiggins agreed that he felt full time was what the Town needed but he was willing to sacrifice and go part time to get Mr. Williams and Commissioner Redd agreed. Commissioner Stallings stated that we will have to face the inexperienced Town Administrator at some point and we can't keep putting it off. Commissioner Hedlund stated that this would be a good first step in the right direction.

Tatum asked if we should move forward with getting information on contract fees from N*Focus. Mr. Brice stated that he just wanted to give the Board this option to consider during their search for a Town Administrator. He stated that they would work on getting more information to the Board. Commissioner Redd asked if the Board would be able to meet with him before hand and Mr. Brice stated that would be good to do an interview for both sides. Commissioner Hedlund stated that he would like to meet with him as he had never met Mr. Williams before and Commissioner Wiggins stated that Mr. Williams will probably have questions as well.

After a brief discussion it was decided to hold on further advertisements at this time. Mayor Flowers stated this option presented itself before we could get too far into advertising the position and he wanted to bring this option to the Board for their opinion. He stated that he felt it was going to take six months to get a good idea of where we are and where we want to be. Mayor Flowers stated that now we need to get an idea on the costs associated with this option. Commissioner Redd stated that she still had concerns about part time and compared it to Clark, Belk, and Thomas. She stated that they are really good at what they do and we keep wanting to give them more hours and she felt that we would have the same issues with Mr. Williams. Tatum reminded the Board that some things can be delegated as well. Mayor Flowers stated that he has experience and Tatum stated that he also has the contacts in this area.

The next item on the agenda was to discuss what the Board wanted to do with the old Town Hall and Police Department. Mayor Flowers opened up the discussion concerning how difficult it was to find parking in downtown and Commissioner Hedlund stated that he felt this was the last opportunity for the Town to have off-street parking. Commissioner Hedlund stated that other opportunities have fallen through and we need parking badly. Commissioner Wiggins agreed and pointed out that we also have the maintenance shop on the same property. He stated that we should keep the shop, tear down the other buildings and make parking. Commissioner Wiggins understood that the Town may not want to spend the money to tear the buildings down but we can wait until we are ready to bring them down. Commissioner Stallings wanted clarification on when

or if we would tear down the buildings and Commissioner Wiggins stated that we could tear them down when we could afford it.

Mayor Flowers stated that initially the Board had wanted to tear it all down and make one big parking lot. Commissioner Wiggins agreed that was the original plan. Mayor Flowers stated that the options were to tear the buildings down to make it all parking. He stated that it would cost approximately \$25,000 for each building which opened the option to sell the buildings and have public parking in the back lot. Mayor Flowers stated that the money could be used to help offset the debt from the new building. He reminded the Board that an easement would be needed to access the back lot for parking and the maintenance shop as well as one for Mr. and Mrs. White to be able to access their driveway.

Commissioner Wiggins stated that we can remove the buildings at different times unless it's cheaper to remove them both at the same time.

Commissioner Stallings asked about the roof and Mayor Flowers stated that we would keep the shop, that it just needs a few repairs.

Commissioner Wiggins stated that the Town Hall was in bad shape and Commissioner Hedlund agreed that it needed to come down.

Commissioner Redd stated that she was torn because we needed parking but it was still pretty far away from some of the shops in town, especially those on the other side of the railroad tracks. She stated that she didn't think we should use the money to pay off the new building. Commissioner Redd stated that she also knew that we would never get parking elsewhere in town. Hurd pointed out that this may help as people would have to walk past other shops and businesses on their way to their destination and they may stop to shop in other stores as well.

Tatum stated that we needed to get a firm estimate on tearing down the old buildings and Commissioner Wiggins stated that he would look into getting quotes.

Mayor Flowers stated that he understood that some people would have a problem with tearing them down as both buildings do have a lot of history to them.

Hurd clarified that the Public Hearing Notice for July 13th would include the options to completely tear down both buildings and open the area for parking and the option to sell both buildings with easements for parking in the back lot.

The Board clarified that Tatum and Commissioner Redd would look into getting information and quotes on having a bookkeeper or accounting firm do the financial records for the Town, Commissioner Wiggins would look into getting quotes for tearing down the buildings and Tatum and Mayor Flowers would be in touch with N*Focus concerning the potential contract for a Town Administrator.

The meeting adjourned at 8:13pm.