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MINUTES

JANUARY 5, 2018

7:00 PM

BOARD RETREAT

WAKE ELECTRIC – 228 PARK AVENUE

Mayor Flowers welcomed everyone in attendance and asked for everyone to introduce themselves. In attendance were Mayor Fonzie Flowers, Commissioners Catherine “Cat” Redd, Joseph Johnson, Terry Hedlund, and Graham Stallings, Parks and Recreation Director Mike Nash, Chief of Police Daren Kirts, Finance Officer Jaclyn Patterson, ABC Manager Laurie Pritchett, Town Clerk Emily Hurd, Town Administrator Roe O’Donnell, and Facilitator Mark Williams. Planning / Zoning Administrator Bob Clark arrived later in the meeting and Commissioner Larry Wiggins was not present. Representatives of the Franklin Times and the Wake Weekly were present, as well as Bo Carson, Franklin County Economic Development.

Mayor Flowers explained how important it was for the Board to plan for the future. Mr. Williams stated that Retreats were great opportunities to discuss ideas and opinions in an informal setting.

The first item up for discussion was the creation of a Comprehensive Development Plan (CDP). O’Donnell noted that the Board had previously heard from Rick Flowe concerning the process and associated costs. He stated that both he and Patterson had looked at the Financial Report and the Town was in good financial shape. O’Donnell noted that there would be an increase in tax revenue this coming fiscal year (FY). He stated that Mr. Flowe could start in March if the Board wished to move forward with the CDP creation.

When asked, Mr. Carson stated that Youngsville was the fastest growing municipality in Franklin County. He stated that the expansions at K-Flex have helped to spearhead growth. Mr. Carson noted that Youngsville has small to medium industrial, as well as the new development downtown. He stated that there were a lot of opportunities on US #1 Highway and that it was a hot topic of conversation for future development. Mr. Carson noted that there was also a fair amount of residential growth and the estimated population of Franklin County was 65,000.

Commissioner Hedlund asked how long the process would take and O’Donnell stated approximately nine months, but would span two FYs. Commissioner Hedlund inquired about the costs and O’Donnell stated that there would need to be a Budget Amendment for this budget year and the remaining portion would be included in next year’s budget. Patterson explained that it would cost \$16,875 this budget year and \$18,750 for next year’s budget.

Commissioner Hedlund asked what the projected increase in residents would be over the next eighteen months and O'Donnell stated that over 100 houses were built last calendar year with an approximate population of 250. O'Donnell stated that it looks to be an additional 250 – 300 people again this year and it will only accelerate from there. He explained that Timberlake Preserve Subdivision (Preddy Property) has received their allocation from Franklin County Public Utilities (FCPU). O'Donnell stated that he has also spoken with developers about other large tracks of land and there is a lot of interest in Youngsville. Commissioner Hedlund asked how the houses were selling in Laurel Oaks and Holden Creek Preserve Subdivisions and Mayor Flowers stated that both sides were selling well. Commissioner Hedlund expressed concerns about homes in East Woods of Patterson not selling quickly and Mayor Flowers stated that he felt it could have to do with the selling price.

Commissioner Redd asked what the Board needed to get started and how much would we have to stick to the plan. O'Donnell explained that the CDP would be flexible and is driven by the Board. Commissioner Redd wanted to know how it would drive the growth as it was hard to say no when someone requested to build in an area that is designated for a different zoning. O'Donnell explained that once the CDP was adopted, the Zoning Ordinance and Map would change to reflect the CDP. He stated that if someone asks for an area to be rezoned, then we would look and see if it would viable to do so.

Mayor Flowers stated that having a plan was imperative. He stated that as of right now, there is no process as the Board just allows adjustments with no thought for future growth. O'Donnell stated that the CDP will help the Board see if requested changes would affect future growth. When asked, O'Donnell explained that the SWOT (Strengths, Weaknesses, Opportunities, and Threats) would be located elsewhere and not in the CDP. O'Donnell explained that the CDP would be driven by the information gathered by Mr. Flowe who will visit with the businesses, citizens, and the Board. Mayor Flowers agreed that it was good to hear what the citizens have to say in the creation of this CDP. O'Donnell explained that the information for the CDP will come from the citizens, developers, and business owners, which will then filter up to the Board of Commissioners, who will adopt the CDP on behalf of the citizens.

Patterson asked if there would be costs associated with updating the Zoning Ordinance and O'Donnell explained that it would have a similar process, though it would be quicker. O'Donnell stated that Clark and Thomas could do it but it would take too long considering their current workload. He felt that having someone come in and update the Zoning Ordinance would be quicker. Patterson asked if this would need to be included in next year's budget and O'Donnell stated that an approximate cost would need to be included. O'Donnell explained that the Zoning Ordinance and Subdivision Ordinance go together, along with a third component, the manual specifications for development. He noted that we currently use inappropriate standards. O'Donnell stated that he was given a quote of \$26,000 for the update. He summarized that the CDP, Zoning / Subdivision Ordinance, and the Development Standards would all need to be updated over this and next year's budget. Patterson asked how long these plans would be good for and O'Donnell stated that the Zoning / Subdivision Ordinance and Development Standards

should be good for five to ten years with minor updates along the way. He stated that the CDP should be good for fifteen to twenty years, being updated every six to seven years.

Commissioner Redd asked who would be in charge of keeping the CDP updated and O'Donnell stated that the Board would update minor changes but hiring outside professional help for the six to seven year update would be prudent.

Mr. Williams stated that the Town Administrator would be in charge of making sure that it was updated in the proper time frame. O'Donnell wanted to make sure that everyone knew there was a difference between the Zoning Ordinance and the Zoning Map. The Map will change often though the Zoning Ordinance will have minor revisions.

O'Donnell noted that the Code of General Ordinances have also not been updated in a very long time. He stated that Staff was going through them now.

Commissioner Stallings asked about future land use and O'Donnell explained that the CDP would help with the different types of growth "territories", where Youngsville wants to be in approximately 25 years. O'Donnell explained that he was working with Franklin County on setting up the Utility Service Area for Youngsville. He stated that it would include areas outside of our ETJ but would be the ultimate sphere of what Youngsville could service if it had water and sewer. Once we have that Area designated, then we can adopt a Policy that anyone within that Area would have to petition for annexation, even if it is outside of our ETJ. O'Donnell noted that we have an annexation agreement with Wake Forest and should look into getting one with Franklinton. When asked how long that Policy / Area designation would take, O'Donnell stated he wanted to go to Franklin County by the end of the CDP. O'Donnell noted that Franklin County would like to see Youngsville annex more area as well.

Commissioner Stallings asked how much residential development was pending and O'Donnell stated that there were more phases of Laurel Oaks and Holden Creek Preserve Subdivisions coming, along with the homes to be started soon at Timberlake Preserve Subdivision. O'Donnell stated that FCPU should have the pump station updates finished by the end of the year, then Timberlake Preserve Subdivision can start building houses. He stated that there should be a total of approximately 1,000 lots between all of the ongoing subdivisions. When asked, O'Donnell stated that it is probably too late for annexations on subdivisions that have already started.

Commissioner Redd asked if the CDP will address issues that come with growth, such as traffic. O'Donnell stated that it would be part of the CDP, though it would not be very detailed. He explained that smaller plans, such as a Traffic Plan, would need to be created based on the CDP. Commissioner Redd expressed concerns about the amount of smaller plans needed and their costs. Mayor Flowers stated that once we set the goals, we should have a decent list of smaller plans needed but the CDP is the first piece of the puzzle. O'Donnell agreed that the CDP will bring up issues / ideas that were never thought of before. Patterson stated that she would need to look at other towns to see how they budget yearly for all of these plans. Hurd asked if there were grants and Mr. Williams explained that they were hard to get due to how close Youngsville was to

Raleigh. He stated that Youngsville was not rural enough. When asked, Mr. Williams stated that Wake Forest uses consultants. He explained that the Board would need to determine priorities to see what order the plans should be created. O'Donnell stated that items should be located in the CIP and the Board ultimately decides what items get accomplished first.

Chief Kirts noted that there were only two full time Department Heads and O'Donnell explained that staffing would be a budget item. The CIP has an operational impact that should be mentioned in the request but future staffing is ultimately a budget item.

Mr. Williams explained that it would be the Town Administrator's duty to help set the priority list and make sure that they get done. He noted that the Town Administrator would also need to make sure that the Town has enough staff to carry out our needs. O'Donnell explained that the Board would need to look at all of the needs / requests, along with their costs, then balance the expenses of those requests to the incoming revenues during the budget process.

Mayor Flowers asked if anyone was against the CDP and the answer was no. O'Donnell stated that if the Board approved the contract in February, then Mr. Flowe could get started on March 1st. Mayor Flowers noted that one of Commissioner Wiggins concerns was could the Town afford it and how would it pay for it and O'Donnell stated that it would come from Fund Balance and the money was there.

The next item up for discussion was the old Town Hall / Police Department property. O'Donnell stated that Clark had worked on a presentation but was unable to be here on time due to the condition of the roads. He suggested waiting to discuss this until a special meeting when Clark's presentation could be heard. Patterson noted that the CDP could also help in forming direction for the property's future use. Mayor Flowers explained that both Armories have been promised to Youngsville when they close. He suggested looking into the feasibility of being able to use them for both Parks and Recreation and Maintenance. Mayor Flowers also stated that the Town may have a parking lot donated so that may affect the parking situation. Concerns were expressed about the cost of tearing down the building, as well as another business building in that spot. It was suggested that if we did sell, to sell the building as is since renovations to bring it up to code would be expensive. Commissioner Redd suggested waiting on Clark's presentation and information on the armories. When asked, Chief Kirts stated that the building could not be used as is.

The next item up for discussion was the hiring of a Town Administrator. O'Donnell stated this his contract expires on September 14th. He stated that the Board had an option of keeping things like they are with a part-time or full-time Town Administrator through N*Focus or hire out. O'Donnell also noted that the Board could change their form of government to a Town Manager instead of Town Administrator and explained the differences. He noted that we would have to change the Charter if we changed to a Town Manager. Commissioner Stallings stated that he would prefer a full-time person. Mayor Flowers expressed concerns about inexperience due to the salary range we can offer. Commissioner Stallings asked if we could contract with N*Focus for a full-time person.

O'Donnell clarified that we would continue working with N*Focus for Planning Staff and he would have to check to see if they could help hire a full-time Town Administrator. Commissioner Redd expressed concerns about the costs. She stated that she was understood the need for full-time but felt experience was more important at this time. Commissioner Hedlund stated that timing was crucial and Commissioner Redd agreed. She stated that the Town needed more experienced personnel for the next four to five years and Commissioner Hedlund agreed.

When asked, O'Donnell stated that N*Focus mostly had retired managers with only two in this area. Mr. Williams stated that the Town needed to determine what we can afford, which will help in making this decision. O'Donnell suggested that, should the Town hire full-time, we use an assessment center and explained how that system would work.

When concerns about costs arose, Mr. Williams stated that the NCLM keeps a list of salaries, some of which are low. O'Donnell reiterated that the Town needed to see how much they can afford to pay full-time, including benefits.

Commissioner Hedlund expressed concerns about the timing and needing to get a handle on duties. Mayor Flower agrees that this is really the first time we have had an experienced Town Administrator. Mayor Flowers noted that his research has given him an estimated \$90,000 a year and O'Donnell stated that was similar to what Tatum had mentioned to him. Mr. Williams noted that Assistant Town Managers were also an option for having some experience. He also stated that Managers/Administrators fresh out of college would find a mentor to help them out.

Patterson expressed concerns that hiring a full-time Administrator may affect the budget when it comes to other needed personnel, such as police officers. Mr. Williams explained that the Town needed to set up criteria on when they needed to hire personnel, such as police officers, based on per capita, square miles, or response times. Chief Kirts expressed concerns that cutting back on new police officers may affect public safety.

Mr. Williams also wanted to note that if the Board continued using N*Focus, there may be other expenses, such as travel. O'Donnell stated that salary also varied per the individual hired by N*Focus. He stated that his contract was \$82,000 a year for part-time. Patterson stated that would allow for the Board to hire a full-time Administrator.

Commissioner Hedlund suggested maintaining N*Focus and review yearly. Commissioner Redd noted that there would not be a local benefit with N*Focus like we have with O'Donnell. She stated that the other Managers on their staff are not from around here.

After a brief conversation, it was decided to contact N*Focus to see what they had to offer and to contact an assessment center to see what their costs were and if there were any options from their candidate pool. Mayor Flowers stated that we could find someone with decent experience that will be willing to stay for ten or fifteen years. It was decided to try and have the information by March and to hold off on advertising until they knew more.

The next item up for discussion was the SWOT Analysis. Mr. Williams explained this is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project, in this case the Town of Youngsville. It involves identifying the internal and external factors that are favorable and unfavorable to achieving success.

The Board came up with the following list of Strengths:

- Downtown - revitalization, investors, commercial interest
- Location
- New Business Growth
- Fiscally Sound
- Public Safety (Safe Town)
- Opportunities - Real Estate Availability
- Small Town Atmosphere
- Forward Looking Board
- Parks and Recreation Program
- Traffic - Accessibility
- FC Government Interest - Local Interest
- Increase in Participation - Civic Organizations
- Staff - Longevity
- Quality of Life
- Events - Small Town Feel

The Board came up with the following list of Weaknesses:

- Traffic Flow
- Lack of Communication (Board / Staff)
- Rapid Growth / Development
- Reactive instead of Proactive
- Town Wide Communication and Coordination
- Community Involvement
- Inconsistent Ordinance Enforcement
- Downtown Parking Availability
- Building Vacancies / Condition
- Status Quo

No Backup Facilities / Equipment
Public Works Equipment / Tools (Condition / Age)
Public Perception on Town Services
No Downtown Events
Pedestrian / Bike Access (lack of crosswalks town wide)
Tax Increases

The Board came up with the following lists of Opportunities:

Development - Residential
Growth in Parks and Recreation
Develop Plans for Community
Events - Use to communicate what Town has to offer
Funding - Traffic Projects (CAMPO)
Grants to ease burden
Vacancy in Downtown
Downtown Redevelopment
Networking with Regional Partners
Location - US #1 Corridor

The Board came up with the following list of Threats:

Major Fire in Downtown
Electricity Distribution System (Poles / Downtown)
Developing US #1 will kill Downtown
Loss of Momentum - Apathy
Infrastructure (aged roads / water & sewer)
- Utility Services (such as water & sewer) have no backup system
Legislative Bills (both Federal and State)
Traffic
Too much growth too fast
School Violence (hostage situation)
Funding - Statewide - Traffic (TIP)
Emergency Response Plan (Natural Disasters / Fire)
- Where would TH / PD go in case of fire / loss of records
Highway 96 Bypass

High-speed Railroad

Losing Staff (ex: Town Administrator)

With these items in mind, it will help the Board to start setting their goals.

Mr. Williams asked that the Board list all of the issues that they felt needed to be addressed. Staff was invited to participate as well. He stated that once the Board has the goals they want to address, then they can set target dates for completion, the personnel in charge, and include the goal in the budget. Mr. Williams stated that goals with a projected date of one year or less were the easiest to accomplish.

The following list shows the goals, personnel and target dates discussed.

<u>Project</u>	<u>Responsibility</u>	<u>Action Date</u>
Transportation		
Develop Plan (& Costs) for 5-Points and Cross Street Signals	Town Administrator	Jul-18
Submit Roundabout Project to CAMPO	Commissioner Hedlund / Planning	Jul-18
Develop Priority List for Sidewalks (& map of current sidewalks)	Commissioner Redd / Planning	Apr-18
Personnel		
Quote from N*Focus to continue arrangement for Town Administrator	Town Administrator	Mar-18
Contact Recruiting Companies for Pricing and Candidate Potential for Town Administrator	Town Administrator	Apr-18
Reach consensus on Town Administrator Package	Board of Commissioners	May-18
Develop Pay and Classification Study	Town Administrator	Jun-18
Develop Merit System	Town Administrator	Costs by June 2018 / Start Next Year
Assess Personnel Needs / Criteria (to include Grant Writing Personnel)	Department Heads	Annual
Facilities		
Schedule Special Meeting to Discuss Old Town Hall / Police Department	Town Clerk	Feb-18
Gather more information on Armories	Mayor Flowers / Commissioner Stallings	

Develop Alternatives for Public Works Equipment / Storage (& costs)		HOLD until information from Armory
Plan for new ABC Store in Capital Improvement Plan (CIP)	Finance Officer / ABC Manager	Mar-18
- Contact Alan McDaniel about adjoining property	Town Administrator	Jan-18

Parks and Recreation

Develop Long Range Plan for Recreational Center	Parks and Recreation Director	Jun-18
- Includes Potential Sites and Master Plan		
Survey Community on Programs needed	Parks and Recreation Director	Feb-18

Communication

Update Website - Presentation of New Home Page and Quotes	Town Clerk	Mar-18
Appoint Web Editor(s)	Town Administrator	Jan-18
Utilize Welcome Wagon to Contact New Residents	Commissioner Redd	Feb-18

Miscellaneous

Develop Comprehensive Development Plan (CDP)	Board / N*Focus	Oct-18
Develop List of Plans, along with their target dates	Town Administrator / Planning	Mar-18
Develop Scope of Work / Budget for Rehab of the Community House (CIP)	Town Administrator	Mar-18
Develop Façade Guidelines for Downtown	Planning	Apr-18
Set up Meeting with Wake Forest Downtown Staff	Town Administrator / Planning	Feb-18
Set up Meeting with State Staff - Main Street Improvements Department	Town Administrator / Planning	Feb-18
Research Availability of Grant Funds	Town Administrator / Planning / Police Chief	Apr-18
Needs Assessments for Computer System (CIP)	Finance Officer	Mar-18
- Backup / Hardware / Programs		
Develop List for Public Works Equipment needs (CIP)	Staff	Mar-18

O'Donnell stated that all of the projects would be put in a format that would be easy to read, then distributed to the Board.