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MINUTES

MARCH 22, 2019

8:30AM

BOARD RETREAT

WAKE ELECTRIC – 228 PARK AVENUE

CONTINUED ON APRIL 1, 2019, 6PM, AT TOWN HALL

Mayor Flowers opened the retreat at 8:54am. In attendance were Mayor Fonzie Flowers, Commissioners Catherine “Cat” Redd, Joseph Johnson, Terry Hedlund, and Graham Stallings. Commissioner Larry Wiggins was not present. Also, in attendance was Parks and Recreation Director Andrew Smith, Police Captain Joseph Kimball, Finance Officer Jaclyn Patterson, ABC Manager Laurie Pritchett, Town Clerk Emily Hurd, Town Administrator Phillip Cordeiro, outgoing Town Administrator Roe O’Donnell, Planning / Zoning Administrator Bob Clark, and Facilitator Mark Williams. A representative of the Franklin Times was present.

Mayor Flowers thanked everyone for coming to the retreat. He noted his appreciation that Mark Williams was helping us again with our second retreat. Mayor Flowers stated last year’s retreat gave us valuable information and a game plan that helped through out the year, including the search for the new Town Administrator.

The first item up for discussion was the Capital Improvements Program (CIP). O’Donnell noted this was our second CIP and the Board was familiar with the process. He explained the CIP was a planning document to help determine capital needs over a five-year period. O’Donnell stated items will move up each year as other items are funded. However, unforeseen items will cause movement on the plan. Life expectancy of items included in the plan exceed one year, are tangle (such as vehicles or facility improvements) and have a value of over \$5,000.

O’Donnell explained the matrix prioritization for categorizing projects. Based on this matrix, Page 4 of the CIP shows a Funding Level Summary for Levels A, B, and C. O’Donnell noted the ABC Store would no longer be included in the Town’s CIP, as they are no longer under our purview. He noted this was something that the Board could not control.

Under the ABC Store, O’Donnell noted costs would need to be updated.

Under Administration, O’Donnell stated the Annual Street Maintenance Program was still listed as we would be paying off the loan over the coming years. Once the loan was paid off, then the Board would need to look at updating other streets. O’Donnell reminded the Board they would need to do another street analysis to determine which streets were in the worst shape.

Commissioner Redd asked for clarification on item “Records Retention” and Hurd stated it was a request for fire proof filing cabinets. Hurd explained she had put this project off as Staff was looking to go as paperless as possible, but due to State regulations, some records must have hard copies maintained on the premises. Cordeiro explained the Town would move forward with getting files online and archived, with the ability to search across all minutes. He stated the Town would need to hire a firm to do the work and noted having the documents accessible to the public would be helpful.

O’Donnell reminded the Board that an architect had come to look over the Community House and recommend improvements. He noted it would be cosmetic on the outside, but some ADA work would need to be done, as the ramp is not compliant. O’Donnell stated there were items that needed to be improved on the inside of the building as well. When asked about the scope of work, O’Donnell stated there was a report at Town Hall that Cordeiro could send to the Board.

Under Finance, Cordeiro explained Town Hall was converting to the internet to a higher speed and the updated wiring would help communicate better and enhance Staff’s ability to do their job. He noted it would also help with the new phone system. Base on recent conversations, Patterson stated it may not be needed. She explained the wiring in Town Hall has more of a temporary setup, as it’s not connected / terminated properly which allowed for an extra mode of failure. Patterson noted if the increased speed fixed the problem, then we can push off re-wiring Town Hall. She explained that every connection between the server and a computer slowed down the internet speed. Patterson stated the point is to increase speed and efficiencies.

Under Parks and Recreation, Smith stated the most important item was lighting on fields, especial Field 3. He noted there was a wait list of teams due to the lack of proper lighting. Adding lights to Field 3 can accommodate four more teams, equaling approximately fifty-two children. Based on the expected field rentals, the lighting could pay for itself. Cordeiro asked when he wanted to install the lighting and Smith stated it would need to be installed before Fall and the time changes. Clark asked if there was a Parks and Recreation Master Plan and the answer was no. He recommended having a Master Plan first and O’Donnell noted it was on the list of Plans the Board needed to work on. Both Clark and O’Donnell agreed the Master Plan was needed for future grants and funding.

Commissioner Hedlund asked why a truck was needed and Smith explained the amount of equipment he needed to haul, including tables for Basketball and large supplies orders from Raleigh businesses. Smith stated his personal car was too small and he sometimes had to make multiple trips. He noted he could use the Town truck when the maintenance crew didn’t need it, but that was rare. Smith stated it was a wish list item.

Mayor Flowers asked about bringing the outfield line up and Smith stated one of the contractors from a current project was going to get him a quote, hopefully under \$5,000. Mayor Flowers asked the timeline on the current projects and O’Donnell stated they will start within the next few weeks now the weather is better. When asked, O’Donnell stated it would only take a week to finish and the grading would be done quickly.

Commissioner Stallings asked if we could find money for the truck in the budget as it wasn't right for Smith to use his personal vehicle. Cordeiro agreed with Commissioner Stallings and explained there was an older truck the Police Department has that can be repaired for a temporary solution.

Mayor Flowers noted that fourth graders are practicing as late as 8pm and we can no longer count on the school, as the gym is in disrepair. He stated the Town needed their own facility.

Under Planning, Clark stated the roundabout was still listed on the CIP so that it will stay on the radar. Commissioner Redd asked if this was something that we needed to keep in the forefront of CAMPO and Commissioner Hedlund stated the quickest way to get the roundabout is to pay for it ourselves. Commissioner Hedlund explained the CAMPO process and Clark stated the projected development needed isn't here yet to warrant funding. The current traffic improvements at both stop lights by NC DOT are helpful and functional but Clark wants the Board to keep the roundabout project in sight. Commissioner Hedlund stated he felt NC DOT should pay for the roundabout, but it is not likely to happen any time soon and Clark agreed, as there is a high demand of projects in our area.

Clark noted the Youngsville Development Ordinance (YDO) is now underway. He noted this was the second year it was included in the CIP and it will dovetail with the Specifications Manual that starts this fiscal year.

Clark stated the Luddy Park Trail may become a LAPP project since it rated well if the Board wished to pursue it.

Clark explained the need for a plotter/scanner. He noted it was a low priority but plan submissions from developers is increasing and the plotter/scanner would make us more efficient. Clark noted this would also help the Planning Department go paperless with digital submissions for permitting. He stated the CIP does not include permitting software as we are not yet there.

Clark stated GIS hardware and programming was still a few years out and Staff can continue borrowing what we can from Franklin County. He explained we may be able to contract with Franklin County to do this for us, especially since we are helping the county grow.

Commissioner Stallings stated he's been on the Board for over a decade and we talk about sidewalks often. He wanted to know where we were at in planning them and when can we start installing them. Cordeiro asked if there was a specific section of town and Commissioner Stallings stated he was talking about all over town. Clark explained the Town has adopted a sidewalk plan, along with the adoption of the Bicycle and Pedestrian Master Plan. Based on this plan, it is easy to get sidewalks installed during new development, but harder to fill in the older neighborhoods. There are streets that have no curb and gutter, which creates further issues. Clark explained any infill lot will put in

their portion of sidewalk. He also noted the Board would need to investigate funding the installation of sidewalks. Commissioner Redd agreed this was certainly a need. When asked, Clark noted there were two main projects in the Bicycle and Pedestrian Master Plan that were deemed immediate needs. The first was the Main Street Improvements Project, which has been funded and is moving forward. The second was the Luddy Bike Trail, which did not receive funding from the LAPP program. Clark stated there was not enough development in the area to compete with larger cities. He suggested that when picking side streets, make the sidewalk work towards Main Street and the downtown area. Clark noted the Board may have to drop the Luddy Bike Trail to start putting sidewalks in other areas. Commissioner Redd stated the Board needed to review the Plan and O'Donnell noted one of last year's projects was to develop a priority list for sidewalks along with a list of current sidewalks. Commissioner Redd stated she would work on that list.

Mayor Flowers inquired about the Richlands Creek Trail and Clark noted it ties into Wake Forest and was on the Plan. Clark noted the Town would have an opportunity to acquire some open space from Holden Creek Preserve. He stated it would be the first property that we can tie into. Clark stated the acquisition would occur mostly during the development process. He stated the development on S Cross Street was also a potential leg.

Commissioner Hedlund asked if all new houses were required to have sewer over septic tanks and Clark stated they were not. Clark noted this was something Staff could investigate and Commissioner Hedlund stated he would like for that to happen. Clark noted the YDO required sidewalks and curb / gutters. He noted that developers preferred the density that connecting to sewer allowed. Clark stated Franklin County does not have a system in place that requires connecting to sewer if the infrastructure was not in place. O'Donnell stated that more sewage pump stations were also needed. Clark stated there were some areas in the proposed YDO that allows septic, but they can be revisited.

Under Police Department, O'Donnell noted the vehicles were self-explanatory, replacing three a year until all have been replaced. He noted that Cordeiro had an update concerning this later in the retreat.

Kimball noted they still wanted to replace the subpar radios they were given by Franklin County. He stated they were asking for three new handhelds and to replace the radios in the patrol cars. O'Donnell reminded the Board of how unreliable the radios from Franklin County were. Kimball stated the newer ones worked better than Franklin County's and did not drop as much. O'Donnell stated the Town would still need to use the towers, but the physical radios would be a better quality.

Commissioner Stallings wanted clarification on how much communication was lacking for the Police Department and Kimball explained they currently have radios that are insufficient. The newer radios have better coverage, but the Police Department would still use the same system as Franklin County. O'Donnell explained the current radios do not pick up the signals from the repeaters as they are not powerful enough. Commissioner Stallings noted the Police Department should not have outdated equipment

and we needed to fund these radios. Patterson asked if there were grants available and Kimball stated he has not found any yet. O'Donnell asked how many radios the Police Department had, and Kimball stated around thirty. Patterson asked if they cost \$4,000 each and the answer was yes. Patterson inquired about the life expectancy of the new radios and Kimball stated the car radios lasted a long time and the handhels came with two batteries that had a life expectancy of two to three years per battery.

O'Donnell stated the new vests would be partially covered under a grant.

Under Streets, O'Donnell stated the leaf truck was a common item since they wear out quickly. He noted the Town can probably find one for under the proposed \$198,000. O'Donnell explained the current leaf truck is an old, pull-behind unit that was attached to a 1991 truck with manual transmission. He stated it was maintenance heavy, but the newer models also required regular maintenance. O'Donnell stated it was a lot of money and there were other items needed. He suggested that we keep repairing our current leaf truck until we can afford a new one.

O'Donnell noted the street sweeper was not a high priority at this time.

O'Donnell suggested the Board look at page 4 that lists items based on their level. He asked the Board if anything should be moved into a different level. After a brief discussion, Patterson asked how much another pull-behind machine would cost and O'Donnell stated he did not recommend another pull-behind.

Commissioner Stallings stated he wanted to see the lighting at the Luddy Park move up and both Mayor Flowers and Commissioner Johnson agreed. O'Donnell noted it was already listed in Level A and was to be funded in the upcoming budget. Commissioner Johnson felt that it should be done in July and Smith agreed. Commissioner Redd noted that fifty-two more children will bring in money to help cover the costs. Smith explained the lights would cover Field 3, with reverse lighting that will shine on Field 4. When asked if the new lighting would help at the batting cages, Smith explained it would not shine on the batting cages or the basketball court. O'Donnell noted that having lights at the basketball court would be ideal, especially for pick up games.

O'Donnell asked if anything else needed to be moved and there was no comment. As this concluded the discussion on the CIP, Cordeiro suggested a small break.

After the break, Cordeiro wanted to have a brief discussion about the Youngsville ABC Board and noted the Board has been included on some of the correspondence. The ABC Board met on March 5th and Laurie Lee with the State ABC Board reviewed the relationship between the Youngsville ABC Board the Board of Commissioners. The Youngsville ABC Board is a separate entity, though the Board of Commissioners appoints their Board Members. Local ABC Boards can consist of three or five members, and the Youngsville ABC Board currently has three. If the Board wishes, we can increase the Youngsville ABC Board to five members, then appoint the two additional members. Cordeiro felt it would be more helpful to have five members on the Youngsville ABC Board. The ABC Store must remit a set amount of revenue to the

Police Department for training, which is currently about \$30,000 to \$40,000. Cordeiro stated the Town has received as much as \$100,000 some years. He noted the Youngsville ABC Board has used Town resources, such as the Finance Officer, Town Clerk, etc. Cordeiro stated the Youngsville ABC Board is currently considering capital projects and becoming more independent. This could take the profits down to the legally required amount. Currently, overage profits are helping pay for the new Town Hall. Cordeiro stated the Board could not influence the Youngsville ABC Board's votes and they will do what's best for the ABC Store. He stated members of the Youngsville ABC Board can only be removed for just cause.

Cordeiro asked the Board for their guidance on what the Town should do if the Youngsville ABC Board became more independent. He noted the Town has absorbed some of the costs of running the ABC Store, including the town maintenance crew, Finance Officer, Town Clerk, and inclusion on the Town's health insurance. Cordeiro explained the health insurance was reimbursed to the Town, however any major illnesses by ABC Store employees could directly affect future rates for the Town. He stated no decision has been made yet, but should the Town accept financial responsibility if the Youngsville ABC Board became independent? Cordeiro requested guidance for the Youngsville ABC Board's April 5th meeting. He recommended charging a reasonable rate for the services of Town Staff. Cordeiro stated he will have an in-depth conversation with our healthcare provider, but in the best interest of the Town, this may mean the Town will have to drop the ABC Store employees. When asked, Pritchett stated these decisions were entirely up the Youngsville ABC Board and not ABC Store staff. Cordeiro hoped that after having a full discussion at the April Youngsville ABC Board Meeting, they will understand that it is mutually beneficial to be one team. He reminded the Board they could replace Board Members at the end of their term, but there is no cause to remove them at this time.

Commissioner Hedlund agreed with charging the ABC Store to recoup costs if they decide to remove themselves. He hated to do it, but they should have to pick up the insurance on their two employees.

When asked, Patterson gave a brief explanation of regulations and working capital. Mayor Flowers stated the March 5th Youngsville ABC Board Meeting was eye opening, as there was confusion about the Town's ownership. Commissioner Redd asked if only the Youngsville ABC Board made decisions and the answer was yes. It was noted that since there was only three members, two made the majority. Mayor Flowers stated the Youngsville ABC Board needed to increase in size because two people were making big decisions that affect everyone. Patterson clarified that the Town would still lose money and incur costs based on the loss of profits. Mayor Flowers stated he was in favor of increasing the Youngsville ABC Board size. Commissioner Redd asked how fast the Board can increase the number of Youngsville ABC Board members and Cordeiro stated he would communicate the Town's wishes at the April 5th Meeting. Mayor Flowers state more members would help have more oversight and Cordeiro noted it would also spread out the work between Members during large projects. Cordeiro noted the money belongs to the Youngsville ABC Board and in the long term they should be financially

independent. He explained he wanted to make sure the Youngsville ABC Board knew the costs of being independent.

Commissioner Redd stated she was concerned about the loss of healthcare for the ABC Store employees and Cordeiro stated he would have more information after his meeting with our healthcare provider. Commissioner Redd asked what our next steps should be and Cordeiro stated he would research and bring before the Board in April.

Commissioner Redd noted she would like to move forward as soon as possible. When asked for clarification on the appointment of Youngsville ABC Board Members, Cordeiro stated there were no requirements needed to be appointed. Patterson noted that after appointment, the Member would need to have ethics training. O'Donnell stated the Town could advertise and take applications. Patterson asked if a current Commissioner could serve and Cordeiro stated that a Commissioner or Staff could serve on the Youngsville ABC Board. Cordeiro stated he would not recommend Patterson or Hurd, as they would probably be "working" at the meetings. He noted the Youngsville ABC Board has set their monthly meetings for the first Friday at 9am at the Youngsville Town Hall.

Mayor Flowers noted he was excited about the new ABC Store and Commissioner Hedlund agreed, noting that it would increase sales and profits. Pritchett noted they were already taking customers from Wake Forest. Cordeiro stated the Youngsville ABC Board has great ideas on a new building, possibly doing a shopping plaza that can lease out the extra space. The parking lot will be bigger and set further back from the intersection. Commissioner Stallings noted the larger ABC Store in Franklinton and Pritchett stated Youngsville will be using the same contractor.

The next item on the agenda was to review a draft budget. Cordeiro stated that he did not want to get into specific numbers but just wanted to share the highlights. He noted this was not the final version and he welcomed feedback. Cordeiro stated there were a few things he was putting together, including a decrease in the tax rate. After an analysis, he determined the solid waste fees are inadequate and losing money. The streets program is underfunded, and he wants to get the vehicle tag fees to help cover those costs.

Cordeiro stated he wanted to reduce the tax rate by \$.005 and increase the vehicle tag fees by \$15.00. He noted growing communities have a vehicle tag fee of \$15 - \$30. Solid Waste fees would increase by approximately \$5 making them about \$29 a month for basic services. Based on these increases, it will be a net neutral rate between the tax decrease and the other proposed increases.

Cordeiro stated he wanted to fully fund the Pay and Classification Study. He noted the Police Department was not competitive with the market.

Cordeiro noted some of the Town vehicles are over ten years old, which creates safety issues for the Police Department and large maintenance costs. He stated the Town needed to get our fleet to be no more than five years old. Replacement vehicles for the Police Department would consist of Tahoes and possibly some Chargers.

Cordeiro stated a full time Junior Planner would be hired to help manage growth, review plans, and inspections. He stated we would continue to use N*Focus for Senior Planning but may use them less. Cordeiro stated the Junior Planner would take direction from Clark but would help set the Town up for a full time Planning Director. Commissioner Stallings stated this was a great idea.

Cordeiro noted the items from the CIP that were to be funded included the Manual of Specifications, the YDO and the records retention upgrades. Both the Manual and YDO would help developers understand our expectations, especially since current tax payers are footing the bill for infrastructures. The Manual will help us get ahead of that.

Cordeiro also noted some items that were not funded in the upcoming budget, such as the leaf truck, public works truck, and lighting upgrades for the Luddy Park. He also noted there was funding for only half-year police officer recruitment.

Cordeiro stated new radios and vehicle radios were included in the budget for about a dozen new radios.

Cordeiro explained the leaf truck the Town was looking at was a self-contained unit. He noted it could be bought for approximately \$180,000. This unit would only need one person to run it. Cordeiro felt the Town could go another year as is, especially since the new unit would require Staff to get their CDL. The extra year will give them time to get that taken care of. Cordeiro stated the public works truck can be repaired or we can possibly purchase a used truck for the near future.

Cordeiro stated he wanted to fund the lighting for Luddy Park, but public safety items came first. He hoped to possibly fit the lighting in July if Parks and Recreation had enough funds left from the current fiscal year. Cordeiro noted the Town would sell the old police cars and hoped to get around \$5,000 each and possibly use those funds for the lighting. When asked, Smith stated it would cost around \$35,000 for the new lights for Field 3.

Mayor Flowers stated he was surprised by how expensive the leaf truck was. He noted that it would cut down on Staff time if it can be run by one person. Mayor Flowers asked if we had a lot of leaves to pick up and Hurd stated yes, sometimes it took them two days to do leaves. Cordeiro stated there was a lengthy order time and the Town would need to order by summer to have in time for leaf season. Patterson asked if the Town would pay for CDL classes for Staff and Cordeiro stated yes, the costs are minimal.

Mayor Flowers noted the Police Department already has four SUVs and asked why they needed Tahoes instead of cars. Kimball stated that Tahoes are under State Contracts and they wished to get away from Dodge, as they were encountering many problems with them. The only other option is the Ford Explorer's, which won't be available yet because of the production timeline. Mayor Flowers asked why Tahoes over cars and Kimball stated cars were too small. Cordeiro stated he had in-depth conversations with Staff and felt they were knowledgeable about the vehicle situation. He stated the Town did not need to have an entire fleet of SUVs but for the time being we may need to head in that

direction. Cordeiro stated they hoped for better selections in future years and Kimball noted the prices for the Ford Explorers were increasing as well.

Commissioner Stallings stated he did not think the Town would survive without N*Focus but it would be great to have a full time planner on staff. Clark stated that as the Town grows this was going to be needed and O'Donnell agreed. O'Donnell stated the Town is on the cusp of major growth, along with several Plans that need to be created and monitored. The Junior Planner can help with day to day zoning issues as Fleming is currently overwhelmed. The Junior Planner may also be able to help with zoning enforcement as well. Cordeiro stated this would provide a level of service to developers that will show Youngsville is ready to grow and worth developing here. Mayor Flowers stated we do have a reputation of being business friendly with a quick turnaround in our zoning department.

Commissioner Hedlund stated he was glad to see the tax rate go down and the Pay and Classification Study was being fully funded. He noted this was a huge win and the Junior Planner helped jump it off for him. Mayor Flowers noted there was now part-time help at Town Hall which will give Fleming more time to work on zoning. The addition of a possible part-time or full-time position to help streets and parks and recreation would also be a great help. Cordeiro stated he had discussed help with Smith and built in additional staff for games so Smith can focus on the success of events. He also built in seasonal staff for parks and recreation and streets. Mayor Flowers noted the number of good things we were doing and felt the money was being spent wisely. He stated he liked that Youngsville was a leader in Franklin County and seeing other towns following our lead.

Commissioner Redd asked if the Junior Planner would be able to do code enforcement and would this be the end for Thomas and Eudy? Clark stated there were not a lot of cases for houses and noted we were reactionary in code enforcement due to lack of personnel. He stated that it was not a good idea to turn a planner into code enforcement and we really needed to keep a Code Enforcement Officer that has experience and knowledge. Cordeiro stated the plan for transition would be for N*Focus to direct and train the Junior Planner. Clark noted the new policies needed to be clear as we may lose people that have the long-term knowledge of the plans. He stated the Town needed someone who could inspect sidewalks, do final inspections, etc., along with bonds for the new developments. Cordeiro thinks now is the time to hire so they can become familiar with documents during the creation process. He stated he didn't think we can wait.

The next item on the agenda was a review of 2018 goals from last year's retreat. O'Donnell started with transportation and noted the 5-Points intersection has some signals up and has been restriped. He stated there would an 8-phase controller installed to help rotate the signals. Regardless of the existence of turn lanes, the 8-phase controller will allow for dedicated green lights for people to make left turns. O'Donnell stated the next phase would be to widen W Main Street to accommodate traffic. He noted that Holden Road does not warrant a designated turn lane at this time. O'Donnell stated that striping would come first, then the phased signals, followed by widening in approximately 2020. O'Donnell clarified that S College Street would be cut off when W Main Street was widened; traffic would then have to use Oak Street. The section to be

closed is the small exit only street beside Wine and Beer 101, where you can only make a right.

O'Donnell noted NC DOT would start on the Cross and Main intersection after they completed the 5-Points improvements. There is currently a left turn lane on E Main Street from the Tarboro Road side. The stop lights will also be put on an 8-phase controller to accommodate future plans. O'Donnell noted the roundabout will still stay in our plans, but these improvements will increase the capacity of our intersections. He stated both signals will be coordinated.

O'Donnell noted the sidewalks have already been discussed and the items concerning the new Town Administrator have been completed. He stated the Pay and Classification Study has also been completed with full implementation in the new budget. O'Donnell stated the merit system was still on the radar and he hoped to start this in the following budget year. Personnel needs are always being evaluated and the Town has been successful with grants.

Under facilities, Cordeiro stated one of the things he did not include in the budget was the sale of the old property. He noted that it would be a sizable amount of money that doesn't show up. O'Donnell stated the current contract obligates the Town to install a public parking lot. He explained the contract is now in the hand of the purchaser's attorney. Once it has been completed and signed, then it becomes public information and will need to go through the upset bid process. O'Donnell stated this was an easy process and it would be difficult to upset, as any bidders will have to comply with the requirements of the contract. Mayor Flowers was glad to have O'Donnell's experience as the last time we used the upset bid process was a nightmare. O'Donnell stated we were getting an appraisal done and will start the bids at the current amount plus ten percent.

O'Donnell noted the armories were being used and were no longer an option for the Town. However, the Town still needed to move maintenance storage away from the old property. O'Donnell stated the Town owned property off S College Street and SW Railroad Street that may have enough room to build a small operations center for our needs, though there are some challenges, including drainage. One possible option is to swap properties with neighboring property owners.

O'Donnell stated the ABC Store has already been discussed.

Under parks and recreation, several items were left undone by previous employees. The development of a long-range plan still needs to be done. O'Donnell noted Smith has done a good job and increased the number of programs offered.

Under communication, Cordeiro updated the Board on the process of the new website. He explained we were in the initial process of giving direction and selecting features. Cordeiro stated he hoped to have a first look at the mockup soon. He stated the new website would be more user friendly than we have now and will allow us to integrate public records, calendars for parks and recreation, and hopefully allow for payments and

registration for all departments. Cordeiro hoped to have the website implemented within ninety days. When asked, it was noted that Hurd would be the web editor.

O'Donnell noted that Commissioner Redd has done a great job with the Welcome Wagon bags. Commissioner Redd stated she has delivered almost 250.

O'Donnell stated the Community House updates will probably take place in 2021.

Clark stated the YDO addresses signage and other related items but the façade. He noted the CDP did marginally address it. Clark stated the YDO was underway.

O'Donnell noted Staff had listed the Plans we needed to work on over the next few years. Commissioner Redd asked how the list was prioritized and O'Donnell explained the list was not in any specific order at this time. O'Donnell stated it is evident on what comes next.

O'Donnell stated the YDO is ongoing and should be completed in a few months. Clark stated the Board should receive a recommendation from the Planning Board by late summer and adopt it by fall.

O'Donnell stated he and Commissioner Redd met with Wake Forest's downtown staff and received valuable information. From the information and ideas they received during that meeting, Commissioner Redd has formed a committee of downtown business owners. She stated the original plan was to discuss revitalization, but that project was too large. This committee will work with social events, retail promotions, branding and moving forward to get people to come to downtown. Commissioner Redd stated the owner of Wine and Beer 101 was heading the committee and she was acting as liaison to the Board. She noted this should help to get people to the downtown area.

O'Donnell noted Staff continuously looked for grants. He noted the Police Department and Planning and Zoning often found grants to help. O'Donnell stated the Town Administrator will also look for grants.

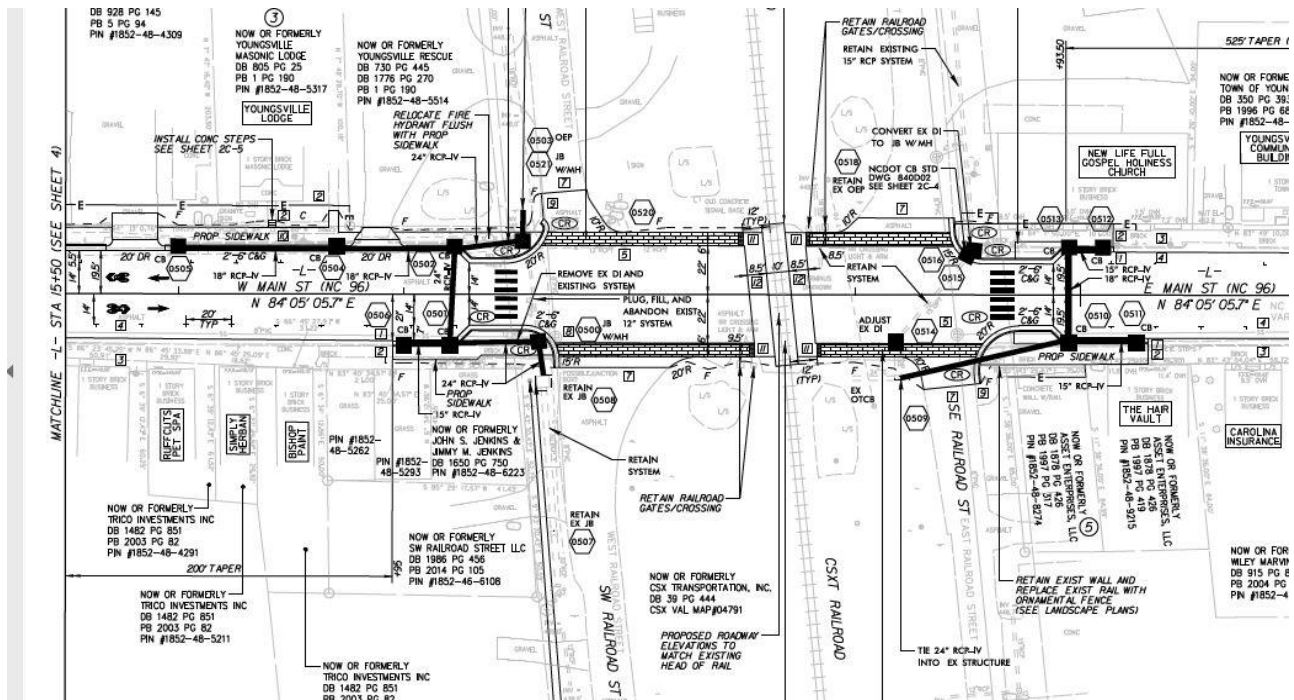
O'Donnell stated the new computers have been installed and Mayor Flowers stated there was still more work to be done. O'Donnell stated the phone system will be improved soon.

O'Donnell noted the list of equipment needed has been included in the CIP. Cordeiro stated Kimball did a great job in getting new computers fully funded for the Police Department and O'Donnell agreed the Police Department Staff should be commended.

Mayor Flowers noted how great it was that we were able to check so many items off our list and congratulated everyone. Mr. Williams stated the Board also needs to be commended for coming up with a reasonable list and expectations of Staff.

During a quick break, Commissioner Stallings, Pritchett and Kimball left the meeting.

The next item on the agenda was the Planning Update. Clark put up the attached slide for the Planning Update.



Clark stated we have already covered the changes to the intersections in an earlier conversation, so he will focus on Main Street. He stated the plans were completed a couple of weeks ago and submitted to NC DOT. Clark stated we are waiting for their final comments and any adjustments they may require. Once we have their approval on the plans, we can then go out for bids.

Clark explained the original contract with Kimley-Horne did not include sidewalk easements, which we discovered are needed. The original thought process was that all work could be done in the existing right of way. Clark stated they now have a quote for the survey and easements. He noted the number of easements needed has decreased to approximately 10, at a price of \$12,000, though they are looking at getting another quote. Clark hoped to have this submitted at the April Board Meeting. He stated there would be one temporary easement while the remaining easements will be permanent. Clark stated that most of these easements are very small in nature, from fractions of an inch up to three to five feet into the property. These easements will not prevent people from using their property.

Clark stated the bid documents have been drafted based on the current plans and are waiting on NC DOT approval to move forward in the bidding process. The expectation is to be ready during the summer. Clark stated the plans have been resolved with CSX for the railroad crossing. Based on these plans, Kimley-Horne has updated probable construction cost estimate, which includes the resurfacing that is fully funded by NC DOT. Clark stated we would need to amend the project budget to show the costs of repaving and the revenue from NC DOT. He stated the total costs of the project will be

\$300,655. Clark stated to keep the budget reasonable, we've had to cut back on some sidewalk in certain areas where we did not have the right of way. The area in front of 119 W Main Street is private sidewalks and NC DOT does not have the right of way. Though we would have liked to do some cosmetic improvements in that vicinity, we are not able to.

Mayor Flowers asked for clarification on the privately-owned sidewalks over concerns about how uneven the sidewalks are in that area. Clark explained the problems came in trying to get the right of way. Any potential redevelopment of the area may include the developer fixing the private sidewalks. When asked, Clark stated the sidewalks in front of the houses were not going to be done originally, as there was already sidewalks that did not need to be changed. Mayor Flowers stated the sidewalks in front of the businesses were the ones in disrepair, that includes changes in elevation. Clark stated the Town has worked on them in the past. Until the surveys were done, there was no way of telling where the right of ways was, even NC DOT did not have plans they could show us. Clark stated the sidewalks are also smaller in some areas than other, around four to five feet, though we want to have six-foot sidewalks. He also wanted to mention that any improvements made in the area the roundabout will occupy will only be torn out later. There is no point in currently spending money to upgrade those. Clark stated that was presented during the public information session. However, since the public information session, they have looked at the costs of easements for redoing the sidewalks in front of the businesses. Due to those costs, they are not included in the plans. It's not just the sidewalks, it's the whole section of work through there, including the slope of the street and curb and gutter.

Commissioner Redd wanted to clarify that the sidewalks from the railroad tracks to Cross and Main would be bricked, and Clark stated yes, but it would also include some stamped concrete in certain places, like at the railroad. Commissioner Redd expressed concerns that W Main Street should also look as nice and be as accessible as E Main Street. Clark explained there will be new sidewalks on the north side of W Main Street, but it would also be the stamped concrete. Commissioner Redd stated that she wanted consistency

Clark stated the plans have been revised to show the new turn lanes at 5-Points, which created a possible conflict. During the repaving process next year, the cross walks will now be placed in front of the Edward Jones building, as the turn lanes now create unsafe line of site for crosswalks. Commissioner Redd stated she would rather have the cross walk at the stop light since most people cross there. She reiterated the need for a sidewalk there and Clark stated it would be included in the next project. Clark noted we do have the right of way on that side of W Main Street. He explained that it was not included in the original plan due to the roundabout and will now need to be done as a separate project. Clark noted the Luddy Park Trail would have tied sidewalks into this intersection had it been approved for funding. Because of the lack of sidewalks, it is not recommended to place a crosswalk at that intersection. Clark stated he hoped to add the sidewalks into a future project.

Clark reiterated there was already a draft bid document tied to this plan. He noted they included plans for traffic control during construction. Clark hoped this would be done at

the same time as the intersection improvements were being completed because it could create less interruptions in traffic if both projects were done at the same time instead of disrupting traffic twice. Concerns are the amount of traffic this will spill onto the side streets. Mayor Flowers stated we need to be on top of this. When asked, Clark stated construction will start in the fall of 2019 or spring of 2020. He noted the project will need to be completed by 2021. Mayor Flowers thought we would have started by now based on previous conversations. He stated the sooner we get this started, the better. Mayor Flowers expressed there were immediate concerns now for some areas of the sidewalks that may need to be patched or repaired as a stopgap between now and the work for the Project. O'Donnell explained the sand beneath the bricks will need to be brought up to level and we also need to keep traffic off the sidewalks, as it looks like that created some of the problems.

Mayor Flowers asked if it was time to schedule another workshop for the public to review the plans and Clark stated we should hear back from NC DOT soon. Alterations may be made based on recommendations from NC DOT. Once those comments have been received and the draft updated, then we can have another public meeting. He stated that should happen soon. Clark stated we need to get the easements completed as soon as possible.

On E Main Street, Clark stated the crosswalk at Shops on Main is in the plans along with the crossings on both sides of the railroad. He stated there would also be bump outs at the crosswalks. The project ends in front of Cross and Main and Strickland's, which will include curb, gutter and driveway entrances. Clark stated they did back off on some of the sidewalk near Cross and Main to stay in budget. Commissioner Hedlund stated there were some safety issues in that area that did need to be replaced.

Mayor Flowers asked if the completed project would give NC DOT motivation to re-route the truck traffic and Clark stated that he hoped it would help add it to the conversations. Clark noted the truck route was on the CDP. He stated the truck route would not happen quickly. There are approximately 17,000 vehicles a day going through Main Street and there are already functional issues with our intersections. Because of these factors, a truck route is imperative. Clark stated they would see what can be done with neighboring towns, along with NC DOT. He hoped at least for signage that would take the trucks on a route that would take them from Highway 96 to Highway 98, then US #1, bypassing the downtown area. Trucks can then pick up Highway 96 from US #1. Once US #1 becomes a freeway, this option may look better to truck drivers. Both O'Donnell and Cordeiro have planted these seeds with NC DOT. O'Donnell stated a formal request would be made for NC DOT to look at a signed truck route. Mayor Flowers stated it was only a three to five-mile difference and hoped traffic would take the path of least resistance. Once construction starts, it will be difficult for the truck traffic on Main Street. Cordeiro stated he will keep ongoing conversations with NC DOT during this process. Clark stated another option would be to lower the speed limit on Main Street which might discourage truck drivers as well. O'Donnell hoped the signage would take the through traffic off Main Street but keep the business traffic and Clark agreed that local traffic would still come through. Mayor Flowers stated everyone should be fine with that. He wants to stay proactive and make this a win for the town. Clark

stated we needed to find a long-term plan to have a traffic flow that makes sense and it's not through the middle of downtown.

Commissioner Hedlund asked how we were doing on reimbursements and Clark stated we are not there yet as there was an error in the paperwork. He noted Patterson and Cordeiro were helping to get this corrected. Cordeiro stated he was familiar with them and will be in contact to make sure the reimbursement moves forward.

After lunch, several Staff and Commissioner Johnson needed to leave. The Board had a brief discussion and decided it would be best to continue the retreat at such a time that all the Board can be present. It was decided to reconvene on April 1st, 6pm.

MOTION: TO CONTINUE THE BOARD RETREAT ON APRIL 1ST AT 6PM

The motion was made by Commissioner Hedlund and was seconded by Commissioner Redd. Hurd asked the location of the continuation and it was decided to be at Town Hall.

AMENDED MOTION: TO CONTINUE THE BOARD RETREAT ON APRIL 1ST AT 6PM AT TOWN HALL

The amended motion was made by Commissioner Hedlund and was seconded by Commissioner Redd. The motion passed unanimously.

The Retreat for the Town of Youngsville Board of Commissioners reconvened on April 6th at the Youngsville Town Hall. In attendance were Mayor Flowers, Commissioners Catherine Redd, Graham Stallings, Larry Wiggins, Terry Hedlund and Joseph Johnson. Also, in attendance were Town Administrator Phillip Cordeiro, outgoing Town Administrator Roe O'Donnell, Town Clerk Emily Hurd, and Facilitator Mark Williams. A representative from the Franklin Times was also present.

Mayor Flowers opened the continuation retreat at 6:02pm

MOTION: TO RECONVENE THE BOARD RETREAT

The motion was made by Commissioner Johnson and was seconded by Commissioner Redd. The motion passed unanimously.

The next item on the agenda for discussion was Goal Setting, Part 1. Mr. Williams stated he wanted the Board to come up with a list of issues, then prioritize the goals along with strategies to accomplish these goals. He also wanted the Board to list the person in charge and a timeframe to get these items accomplished. Mr. Williams noted some of these items will help with the budget. He went over a list of ground rules and stated that he was here to keep the Board on track.

Items / Areas to be addressed:

- 1) Sidewalks – new and old
- 2) Communication with public – noted that citizen comments in the CDP stated the Town did not communicate – avenues of communication?
- 3) Truck route / traffic issues
- 4) LAPP reimbursement / Phase 2 of the Bike and Pedestrian Plan
- 5) Control of drag racing – out of hand on Main and Nassau Streets
- 6) Crosswalks – need more now
- 7) Social media – needs more attention
- 8) Illegal signs – gatorboard and feather banners
- 9) Parks and Recreation long range plan for facilities, lighting – Master Plan for Parks and Recreation
- 10) Community House improvements / rehab – outside
- 11) Merit based pay
- 12) Maintenance and cleanliness of ballfields
- 13) Landscaping downtown
- 14) Grant writing
- 15) Facilities Master Plan – Parks and Rec storage, Maintenance storage, general for everything as we grow
- 16) Downtown branding – special signage for downtown
- 17) Downtown vacancies – get tenants
- 18) Funding equipment in future budgets

Items were divided into Traffic (3,5), Transportation Issues (1,6), Facilities (9,10,12,15), Communication (2,7), Downtown (13,16,17), and Miscellaneous (4,8,11,14,18).

Traffic: Item #3: Commissioner Hedlund stated projects were already underway to help, for example the new signals at 5-Points, but the truck route seems to be the most important problem. O'Donnell stated he has spoken with John Grant, NC DOT Traffic Engineer, concerning the situation. Mr. Grant will be looking into it and stated that it was a possibility. The route proposed by Staff would identify a truck route from the Highway 96 and Highway 98 intersection, direct trucks down Highway 98 to US #1, where they can pick up Highway 96 in Youngsville. A written proposal needs to be submitted to NC DOT for them to look at it officially. O'Donnell stated we may need to look at other alternatives.

Strategy: to formally submit a proposal to NC DOT for a truck route. Cordeiro – July 1st. Hopefully within thirty to sixty days he will have a letter for the Mayor to sign.

Item #3 continued: Commissioner Johnson expressed concerns about traffic on side streets and avenues to prevent this. O'Donnell stated there were options, but they were hard to police. Mayor Flowers stated he hope the upcoming improvements will help to keep traffic off the side streets and make Main Street more accessible. Commissioner Stallings stated police directing traffic at the stop lights may help during rush hour and Commissioner Johnson stated the ability to get people through town quicker bogs them down at other areas. Commissioner Redd expressed concerns over the new turn lane making it harder to see oncoming traffic when making a left off Holden Road.

O'Donnell stated the lights will soon be signalized so that traffic will be held for Holden Road to make a left turn. Commissioner Johnson expressed concerns about losing too much traffic on Main Street and killing our downtown and Mayor Flowers stated he has expressed this concern previously. Commissioner Johnson stated the trucks needed to go but the cars were still needed. Another concern was the trucks ruining the work done by the Main Street Improvements Project. Commissioner Hedlund asked for the timeframe on the stop lights and O'Donnell stated the project was fully funded but it would take about a year to finish the project. Mayor Flowers stated Joey Hopkins, NC DOT Division Engineer, stated NC DOT has millions available for projects in our area. Now is the time to ask for funding on some of the projects that we need. Since US #1 will soon become a freeway, now may be the best time to push for a truck route.

Strategy: research possibility of local traffic limitations: Planning Staff, with the help of the Town Attorney – October 1st

Item #5: Drag racing – Commissioner Wiggins stated this needed to be dealt with immediately, but Mayor Flowers reminded the Board that the Police Department is currently four people short.

Strategy: Increased enforcement of drag racing: Police Chief – July 1st

Transportation Issues: Item #1: Commissioner Redd wondered about the best way to do the sidewalks. How does the Board choose which area to do first? Mayor Flowers stated there was no reasoning behind the current locations of sidewalks. Commissioner Redd stated she would need to walk town to find where they are located and what condition they are in. Commissioner Hedlund stated they were needed in areas other than just downtown. O'Donnell stated this could be something the new Junior Planner could work on and Commissioner Redd stated she did not want to keep putting this off. Mr. Williams stated the sidewalk issues need to be broken down into smaller projects.

- A) Mr. Williams stated the Board needed to get a full inventory of both sidewalks and crosswalks, along with the condition they are in. Concerns were brought up about getting owner permission to repair or rehab existing sidewalks and O'Donnell stated if the existing sidewalk was in the right of way, then we would not need permission. Commissioner Redd asked about enforcing the existing sidewalk ordinance, noting some developments were putting in sidewalks. O'Donnell noted there were several ways to enforce compliance, including holding bonds and adding time frames to have them built in the YDO. He noted some of the developments were started before the sidewalk ordinance was in place.
- B) Commissioner Wiggins stated that the ordinance was already there, but Staff was not enforcing it. O'Donnell stated that we could hold their bonds until the sidewalks were completed. When asked, O'Donnell stated that Powell Bill funds were limited, and half would be used to pay off the Streets Project. When asked for clarification, it was noted the sidewalk ordinance only applied to housing under construction and there is a possibility that some houses in older subdivisions may age out. If the bond has been released without checking the sidewalks, then it would be the responsibility of the Town to install the sidewalks.

O'Donnell stated that sidewalks were not included in the bonding process and we may need to require bonds for the sidewalks. Mr. Williams stated another option was to require the developer to install sidewalks after a certain amount of time, this would help get sidewalks in front of vacant lots. O'Donnell noted that sidewalks should be installed after the houses are built so they do not get damaged during the construction process. We may want to get an inventory of current bonds.

- C) Mr. Williams stated that once we have an inventory of the sidewalks and crosswalks, the Board would then need to prioritize construction and repairs.

Strategy: A) Need an inventory of sidewalks and crosswalks: Planning / Junior Planner / Intern – October 1st

Strategy: B) Enforce construction requirements of subdivisions: Planning – YDO will be completed in the fall

Strategy: C) Prioritize projects and find funding: Cordeiro – January 2020

Item #6: O'Donnell noted the biggest issue preventing crosswalks was NC DOT did not want to install them until after they re-paved Main Street. Commissioner Redd stated one was needed at the Youngsville Elementary School (YES). O'Donnell stated the Bicycle and Pedestrian Plan that included the Luddy Park Trail needed to be updated before applying for LAPP funding. Commissioner Redd noted how busy Luddy Park has become

Strategy: Updated Bicycle and Pedestrian Plan Grant and submit for LAPP funding. Commissioner Hedlund stated he would work with Planning on this – July 2019

Facilities: Item #15: Commissioner Redd asked if the Facilities Master Plan would stand alone or be rolled into another Plan and O'Donnell stated that it would stand alone. He noted the Town would need to look at the property they own, identify when we need the specific facilities and where to locate them, and then find funding.

Strategy: Develop a Facilities Master Plan – It was noted this would be a multiyear project. Mayor Flowers asked the Board to gather a wish list of facilities then create a rough draft. O'Donnell reminded the Board to keep parking in mind when thinking of locations for facilities.

- A) Wish list – Smith and the Town Board – July 1st
- B) Develop Master Plan – Cordeiro – July 2022

Item #10: O'Donnell stated plans have already been developed for the upgrades to the exterior and interior, the Board just needs to find the funding. He noted we will have to bring it up to code, which will be expensive. The current proposal is \$140,000. Commissioner Redd felt the Town should maintain their properties since we are asking other property owners to do the same. Mayor Flowers noted we could charge more for rent as we are currently very cheap and Cordeiro agreed. Commissioner Redd stated there were areas in the building in disrepair that she felt kept the Town from charging a

higher rent. Commissioner Hedlund wanted to increase the rent in smaller increments over several years. Also proposed was to phase the upgrades over several years but concerns were that once the renovations started, ADA compliance was mandatory and those were the larger expenses. Mayor Flowers stated as the work progresses, we can then start charging more rent and Commissioner Redd agreed. Cordeiro noted there were concerns about the cleanliness between rentals and we may need to include cleaning fees in each rental.

Strategy: Implement the proposed upgrades: Cordeiro – October 1st for plan, first phase of upgrades in spring depending on available funding.

Strategy: Revise fees – Cordeiro – July 1st

Item #9: As the rec center was discussed earlier in the Facilities Master Plan, Mr. Williams suggested developing a long-range plan that includes potential sites as well as a Parks and Recreation Master Plan

Strategy: Develop a long-range plan including potential sites and develop a Master Plan – Smith – Develop a wish list by Oct 1st

Item #12: Commissioner Hedlund stated it was easy to keep the fields clean, Staff just needs to assign someone to do it. Commissioner Redd noted trash was always there and Commissioner Johnson agreed, but noted that one man can't do it by himself. Mayor Flowers noted that maintenance staff helped when they could and reiterated previous conversations about how irresponsible people are with litter. He asked if part-time help was warranted as Smith can't manage the program, drag the fields, and keep the fields cleaned. Commissioner Hedlund agreed that he felt Smith should manage but it was pointed out there was no one to manage. Commissioner Hedlund stated that someone needed to keep it clean, but he wasn't saying it should be Smith. Mr. Williams suggested getting volunteers to help but the lack of volunteers was mentioned. Commissioner Johnson stated the fields were being used every day, including weekends. O'Donnell noted Staff has considered hiring a third person that can be shared between Parks and Rec and Streets, but Cordeiro noted there wasn't funding for that person in the budget. O'Donnell stated they were looking for funding to maybe get part-time help and Cordeiro stated they are looking at ways to free up some of Smith's time since he spends half his days working on fields and that limits his time to manage the programs. When asked, O'Donnell noted the maintenance staff was working overtime on weekends to help maintain the Luddy Park. Cordeiro stated if we can get part-time help, then we can move them into more work as funding becomes available. Commissioner Hedlund asked if the parents would help and both Mayor Flowers and Commissioner Johnson noted that rarely happens. Commissioner Redd noted there was so much potential with the Luddy Park and the litter has gotten out of hand. Mayor Flowers noted Smith has set a precedence but needs time. When asked, Cordeiro noted there was no one on staff that had extra time. Commissioner Johnson stated there should be funds available from Franklin County based on fees paid by developers. Commissioner Hedlund stated that the Board could help when they were at the park by picking up the trash near them. Mr. Williams stated there were several pieces to this problem and the Board needed to have a plan of action. Commissioner Johnson suggested that each Board member pick a night and

clean. Commissioner Redd stated she would help. Mr. Williams stated we should make the teams clean up behind themselves by educating the coaches on their responsibilities.

Strategy: Maintain the ball fields at Luddy Park – Commissioner Johnson and Smith – May 1st

Communication: Item #2: Mayor Flowers stated he felt the Town has done a good job communicating with the public, but it was brought up during the CDP surveys that citizens felt that we did not. He noted the new website should be more helpful, but we have done all the way can. Commissioner Wiggins noted a lot of the complaints he received were from people that lived outside of town limits. Commissioner Hedlund stated he felt we were doing the right things and we don't need more stuff on top of that.

Strategy: It was decided no action was needed on this item.

Item #7: Commissioner Redd stated that we needed someone who could spend more time updating the Town's social media. She noted there is a lack of clarification on what the Town could post on social media and gave several examples. Mr. Williams suggesting establishing rules for social media and Commissioner Redd asked who would implement them. Another problem was creating events for other organizations made it look as if the Town was sponsoring them. The current policy only directs what other users can post, not what the Town can / should be posting. Mr. Williams suggested looking into policies of other local towns and Cordeiro stated he knew of some to look at. Mr. Williams cautioned the Board about exceptions to the rules. He stated it was better to be tough than get burned. Commissioner Redd noted it was important to support downtown businesses, but she didn't know where to draw the line.

Strategy: Establish rules for use on social media pages – Survey other local municipalities on their policies – Cordeiro – July 1st for survey, October 1st for policy

Downtown: Item #16: O'Donnell stated there needed to be signage as people entered the downtown area. Commissioner Redd stated Gather YV wanted to have a downtown logo that is based off the Town's logo, they are only waiting for us to choose one. When asked, O'Donnell stated Gather YV could put up the signage or the Town could. After a brief discussion, Gather YV would need to get final approval of their logo from the Board.

Strategy: Develop the Town Logo and Signage – Cordeiro has already started and Commissioner Redd will help – July 1st

Strategy: Develop a Downtown Logo – Gather YV will do after the Town adopts theirs.

Item #13: Commissioner Redd noted the current flower beds are not in good shape and stated the Town worked hard to get them. She stated even some of the large pots that were still located on Main Street had a few businesses maintaining them. It was noted this was not going to be a part of the Main Street Improvements Project and there was no funding to maintain or replace them. Mayor Flowers pointed out the one at the ABC Store would be lost due to future improvements at the intersection. One suggestion was

to bring in landscaping companies to maintain them as sponsors with signage. Right now, the Town's maintenance crew is maintaining them, but they have limited landscaping experience. Commissioner Wiggins expressed concerns about additional signage on Main Street. After a brief discussion, Commissioner Hedlund stated the landscaping company that maintains the Woman's Club flower bed has a small sign that is not overpowering.

Strategy: Develop sponsorship program for landscaping in the downtown area - Cordeiro will work with Planning – January 2020

Item #17: O'Donnell suggested partnering with FC Economic Development (EDC), the Franklin County Chamber of Commerce (CoC), and Gather YV to promote the vacancies to attract more businesses to the downtown area. Commissioner Hedlund noted he was already a member of the CoC and would mention it at their next meeting. Commissioner Redd stated she would call Ritchie Duncan with EDC and ask for her help and direct any follow up to Cordeiro. Commissioner Redd stated she would also mention it during the next Gather YV meeting.

Strategy: Partner with the FC CoC, Franklin County EDC and Gather YV to promote downtown Youngsville – Commissioners Hedlund and Redd – May 1st

Item #13 continue: It was noted that Main Street needed more benches and trash receptacles.

Strategy: To investigate street furniture – Cordeiro will work with Planning – January 2020

Miscellaneous: Item #4: Commissioner Hedlund stated that Cordeiro was working on getting the reimbursements for the Main Street Improvements Project from the LAPP Grant.

Strategy: It was decided no action was needed on this item.

Item #8: Cordeiro stated he would work with Planning to see what can be done about the large number of illegal signs and what we can do about them.

Strategy: Removal and enforcement of illegal signage – Cordeiro will work with Planning – May 1st / Issue non-compliance notices by February 2020

Item #8 continued: Commissioner Redd asked about the condition of signs coming into town, for example on Holden Road and Highway 96 East. Cordeiro stated this could be included in the branding and signage project

Strategy: include in the Town Logo and Signage project – Cordeiro – February 2020

Item #11: O'Donnell stated he wanted to keep this on the Board's radar and noted it would take planning to implement. He suggested using the same company that did the

Pay and Classification Study. As the Study will be fully funded in the upcoming budget, the Board can look at implementing this mid-year. O'Donnell explained that merit-based pay included in-depth interviews and performance reviews. Merit-based pay increases replaces cost of living adjustments. Raises will now be based on how well you perform your duties and be based on a comprehensive annual review. Mayor Flowers asked how expensive this would be and O'Donnell stated it was expensive since every employee would need to be interviewed, approximately \$15,000. Commissioner Stallings stated he would rather find a different option than merit-based pay increases, as there was the possibility of pulling favorites. O'Donnell stated the Plan would need to be drafted in such a way as to be objective and be obvious to someone reading it to say the employee did or did not do their job. He stated it was up to the supervisor who does the actual review, but the Town Administrator normally signs off on the review. Commissioner Hedlund asked if other towns had merit-based pay and O'Donnell stated yes. He explained it would need to be tailored to the position. Mr. Williams stated the complicated part was developing the job specifications and what was expected of the employees. Commissioner Wiggins expressed concerns that certain positions did not allow for an employee to exceed their assigned duties. Mr. Williams stated there were ways to get it done. Options included no complaints, completing tasks in a timely manner and doing tasks without being asked, etc. Mayor Flowers stated he was not thrilled about the costs and Commissioner Redd stated that it may need to be pushed back a bit. O'Donnell stated that it wouldn't hurt to find out the actual cost.

Strategy: Develop and cost out the merit-based plan – Cordeiro – February 2020

Item #14: Cordeiro stated any Staff can write grants based on their department's needs.

Strategy: Determine the time needed for grant writing – Cordeiro – February 2020

Item #18: O'Donnell just wanted to put this before the Board as it's a challenge every year. He noted the biggest items are police vehicles. With Cordeiro's plan to replace the old inventory, it should be less expensive in the future. O'Donnell stated there was also individual equipment such as the leaf truck.

Strategy: Add funding of equipment to CIP – Cordeiro – January 2020

Mr. Williams asked the Board if there was anything else they would like to discuss. Mayor Flowers stated the Board and Staff have been aggressive in getting items from last year completed. Mr. Williams stated these meetings were critical for Staff, as it is easy to get bogged down putting out daily fires. This now gives them a roadmap to follow.

Cordeiro stated he would document the action items and send them out for everyone's records

The meeting adjourned at 8:52pm.