



Town of Clayton
Special Meeting - Clayton Town Council Minutes
Thursday, November 9, 2023 at 9:00 AM
Capital City Club, Raleigh, NC

Council Present: Mayor Jody McLeod Council Member Andria Archer Council Member Michael Sims Council Member Porter Casey Council Absent: Mayor Pro Tem Jason Thompson Council Member Avery Everett	Staff Present: Rich Cappola, Town Manager Jim Cauley, Town Attorney Heidi Holland, Town Clerk Dolores Gill, Deputy Town Manager Lee Barbee, Deputy Town Manager Greg Tart, Police Chief Robert McKie, Finance Director David Ranes, Fire Chief Kenya Walls, Human Resources Director Michelle Snyder, Executive Asst. to Town Manager Sam Johnson-Phillips, Deputy Town Clerk Conrad Olmedo, Planning Director
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1 BREAKFAST

- a) 8:15 a.m.
Arrival and Breakfast

2 CALL TO ORDER

- a) Mayor McLeod called the meeting to order at 8:32 a.m.

3 ITEMS FOR DISCUSSION

- a) 8:30 - 8:45 a.m.
Agenda and Document Review/Outcomes
- Review Documents - Quarter 1 Report, Master Plan Progress Spreadsheet, Budget Calendar, Current Major Initiatives, CIP (10), Current and Proposed Organization, Proposed Town-Wide Policies, True Colors Revisited, Advisory Board Policies, UDO 101

Presenter: Dolores Gill, Deputy Town Manager

Ms. Gill began conversation on this item. Shared were the outcomes of the day.

- Refine team relationships by examining our decision making as leaders.
- Receive Town of Clayton progress and updates.
- Receive key updates to Human Resources policies.

- Receive recruitment and retention recommendations.
- Review key navigation techniques and critical components of the proposed UDO based upon council priorities.
- Develop consensus through discussion and clarification of elements of the UDO.
- Discuss and reach consensus on critical decisions.
- Decide next steps based upon Town Manager recommendations.

Discussed was the first quarterly newsletter from Customer Service, this is linked to the website.

- b) 8:45 - 9:20 a.m.
 Town Manager and Executive Team Priorities
Presenter: Rich Cappola, Town Manager

Mr. Cappola stated he would like to get this current Council to make some decisions. There was discussion on his Main priorities:

- Actively recruit for both current vacancies and proposed staffing needs within the Town of Clayton.
- Develop staff capacity to fulfill the completion of current initiatives, attend to growth, and promote leadership.
- Actively implement recruitment and retention strategies related to pay, market analysis, work environment and organizational alignment for effectiveness.
- Continue modernization initiatives for town efficiency and effectiveness which have lagged during rapid growth period.
- Develop a staffing and operational plan for Sam's Branch Water Reclamation Facility (FY25).
- Refine, plan, and implement key decisions for the General, Electric, and Water/Sewer Capital Improvement Plans.
- Focus on the finalization and delivery of identified goals, priorities and quarterly progress

Priorities: A Closer Look

1. Continue modernization initiatives for town efficiency and effectiveness which have fallen behind during rapid growth period.
 - Current Initiatives
 - Master Planning
2. Develop a staffing 24/7 operation plan for Sam's Branch WR Facility.
 - Current and Increased staffing for 24/7 Plant and hiring campaign.
 - Consultant to conduct assessment of current plant and transition to new plant.
3. Refine, plan, and implement key decisions for the Capital Improvement Plan.
 - Current Town Council Approved CIP
 - Current Progress-Library Design
 - FY24 CIP Process Review
4. Focus on the finalization and delivery of identified goals and priorities
5. Development of staff capacity related to the number of current initiatives. growth, and leadership.
 - True Colors Personal Success Training for all employees

- Effective Meetings and Leadership Strategies Training (timelines, accountability)
- Personnel Management
- Capital Improvement Meetings

6. Staffing Needs

- Current Organization
- Proposed Organization
- Vacancies

7. Implement recruitment and retention strategies related to pay, market analysis, work environment and organization alignment for effectiveness.

Shared was the presentation of the CIP Process FY24 reviews (Capital Outlay Management Strategy)

CIP

- Improvement
- Specific initiative
- Defined costs and timeline
- Completion milestone

CPP capital programs plan

- Ongoing initiative
- Reoccurring costs each FY
- Repair and rehabilitation

Recap

- Prioritization
- Risk based framework
- MCDA (weightings)
- Programs

He stated right now department heads are submitting projects and next the engineering staff will review. Shared were the top 10 projects approved by Council in June.

There was discussion on focusing on goals and identifying where the Town is trying to go. There was discussion on staff needs, current organization, proposed organization, and vacancies.

c) 9:20 - 10:15 am.

Revised TownWide Policies Overview

Presenter: Kenya Walls, Human Resources Director & Rich Cappola, Town Manager

Ms. Walls was present to speak on this.

Below are topics that were discussed:

- Expansion of the Human Resources Department.
 - Department Director
 - HR Analyst-Benefits/Onboarding

- HR Analyst-Recruitment
- HR Analyst-Generalist
- Records Technician-Part Time
- Safety Officer
- Conversion to all modules of NeoGov.
- Revision of the policy manual (Salary, HR, Safety, New).
- Implementation of a comprehensive employee pay and classification study.
- Revision of all employee job descriptions.
- Update of the hiring process and structure.
- Selection of a new benefits provider.
- Conversion from P Drive to SharePoint
- Conversion of all employee records to digital format.
- Provide and support supervisors through training and development.

She discussed the revision of the policy manual (Salary, HR, Safety, New). She stated the last time the policies were updated was in 2000. She went into detail on the changes to the new policies. Proposed changes in the policies included Town Manager discretionary leave, donated leave, birthday leave, bereavement leave. She stated the compensation policy has not really changed. In the miscellaneous policy it covers background changes, secondary employment and covers a new dress code policy. All policies have been reviewed by the Executive Team. These will be electronic so employees will be able to access them anytime. These would also become part of the onboarding process.

She stated they have been working on revising all employee job descriptions, she has updated the hiring process and structure, selected a new benefits provider, converted all employee records to a digital format and provided and support supervisors through training and development.

She stated she would like for Council to approve the policies within the next couple meetings and to go live January 1, 2024 with the proposed policies.

- d) 10:15 - 10:25 a.m.
Break

There was a break from 9:55 - 10:05 a.m.

- e) 10:25 - 10:45 a.m.
Recommendations and Action Steps
Presenter: Rich Cappola, Town Manager

Mr. Cappola discussed the Town Manager's recommendations for Recruitment and Retention.

Town Manager Recommendations: Recruitment and Retention

Proposed was the following:

- Increase 401 K town contributions from 4% to 5% for all employees in alignment to LEO and neighboring municipalities.

- Award merit increases at the rate of 2.5% for all employees at standard, 5% for above standard, and 7.5% for exemplary for the baseline performance merit goals beginning to begin on 1/24.
- Award merit bonuses for all employees for the baseline period of 7/1/23-12/1/23.
- Award a COLA to all employees effective 1/24.
- Approve salary administration and other Human Resources revised policies.
- Explore career ladders models for Public Safety and other related departments for consideration in the FY25 budget cycle.
- Provide status of current and Phase I organizational staffing changes.
- Provide associated training to staff in support and leadership.

He stated they looked at how we stack up against surrounding municipalities as far as salaries. Knightdale and Wendell are similar; Fuquay-Varina and Holly Springs are higher in the salary pay.

There was discussion on the salary of the elected officials; it was proposed to move them up a grade. Mr. Cappola stated in other municipalities the Mayor Pro Tem has a slightly higher salary. This would be fed into the FY2025 budget.

He stated new organizational changes would be shared in the next few weeks.

- f) 10:45 a.m. - 12:00 p.m.
- Unified Development Ordinance 101
 - UDO Questions/Clarification

Presenter: Rich Cappola, Town Manager & Conrad Olmedo, Planning Director

Mr. Olmedo spoke on this subject.

Shared were Council Priorities:

- Development/Architectural Standard
- Uses (Zoning/SUP)/Legislative
- Consistency
- Staff Level Approvals

and Council Input:

- Density housing options
- Standards for infill/redevelopment
- Lot size variability
- Public infrastructure (roads, bridges)
- Vegetation/Utilities (street trees etc.)
- Environmental Issues
- Tree protection
- Traffic Calming
- Small town character
- Recreation/Open Space
-

Shared was the UDO Navigation and Layout:

- Every chapter begins with key changes

- Use Tables (Chapter 4, Section 4.2)
- Zoning (Chapter 4-Section 4.3 Land Use)
- Density (Chapter 3-Districts-3.2 and 3.3)
- Architectural Standards (Chapter 6.2 before applications)
- Definitions (focus on word usage-8.3)
- Appendix
- Principal uses-focus on items marked as C.
- Uses that are new permitted by right marked as P.
- Definitions-Connect Chapter 8 with Land Use Tables
- Role of future text amendments as document evolves

Ms. Gill stated she hoped to come out with a consensus today on a timeline. Mr. Cappola stated he would like to adopt this November 20, 2023 or worse case on December 4, 2023.

Mr. Olmedo brought up council's questions. He stated when the code becomes effective, he can make an effective date with a buffer to iron out last-minute issues for discussion. He stated if Council is comfortable with the document, staff would implement an effective date.

There was discussion on a cutoff date for developers to submit their application under a new code. It was suggested if adopted December 4, 2023, then have the effective date January 1, 2024.

Considerations for Council:

- Role of future text amendments as document evolves
- Alignment of the Comprehensive Land Use Plan and Downtown Master Plan.
- Role of education for both council, planning board and developers.
- Reorganization of the website to assist in information

4 LUNCH

- a) 12:00 - 12:45 p.m.
Lunch
Affordable Housing Bond Sale Presentation

There was discussion on the affordable housing bond sale and a presentation by Kristen Kirby. There was detailed discussion on this item.

5 ITEMS FOR DISCUSSION

- a) 12:45 - 1:15 pm.
Police and Fire Update
Presenter: Chief Tart, Police Chief & Chief Ranes, Fire Chief

Shared were the key points of discussion for today for the Police Department:

- Calls for Service Continue to Rise

- 5 Year Strategic Planning
- Recruitment/Retention/Career Progression
- Accreditation
- Decentralization
- Becoming More Specialized/Future Needs
- Crime Concerns/Trends/Traffic
- Schools/SRO's

Chief Tart discussed police updates. He stated the number of calls for service was over 32,000 calls and continues to rise. He spoke with EMS Director with Johnston County; they made same amount of calls for the entire county. The crime rate has dropped 24.5% from last year and appears on the same path this year. He discussed adding more officers. He stated he has hired 34 employees in 3 years, 31 have been officers.

He started a new practice of hiring people who are not certified as an officer and send them to Basic Law Enforcement Training. He stated he has done this twice and it has worked out.

Discussed was decentralization – regarding where a building goes, should it be a fire/police combo building. There was discussion on the need for a full-time narcotic and drug detective as well as a warrant squad. There was discussion about the need to update ordinances and on being the only municipality that allows concealed carry.

He discussed frauds being the Town's number one crime. He stated all 8 schools have SRO's.

Chief Raney shared key points of the Fire Department:

- Vision
- Department Profile
- Response Data
- Performance
- Outcomes
- Future Needs
- Good, Fast, Cheap

Shared was information about staffing:

Profile of Fire Department

Two fire stations serving an estimated population of 39,000 and approximately 44.3 square miles (Clayton 16.5 sq. Mi and Claytex 27.8 sq Mi)

- 2 Engine companies
- 1 Ladder company
- 1 Rescue company
- 1 Battalion Chief

Staffing

- Engine 1 – Staffing of 4 minimum of 3
- Engine 2 – Staffing of 3 minimum of 3

- Ladder 1 – Staffing of 4 minimum of 4
- Rescue 2 – Staffing of 3 minimum of 2
- Battalion Chief – Staffing of 1 minimum of 1

Chief Ranes stated the vision of the department is to be recognized in the region and to see where they want to be. He discussed the need to take care of employees and citizens. He stated the Town is competing with Cary and Raleigh as far as jobs and we must be able to compete with these surrounding municipalities.

Shared were stated of call times:

CFD Established Performance Benchmarks

- Call Processing 1:00
- Turnout 1:30
- Travel Time 5:00
- Response Time 6:30
- Total Response Time 7:30

CFD Performance Baseline for the past 48 months at the 90th percentile

- Call Processing 3:42 Gap: 2:42
- Turnout 1:56 Gap: :26
- Travel Time 6:59 Gap: 1:59
- Response Time 8:19 Gap: 1:49
- Total Response Time (all risk) 11:19 Gap: 3:49
- Call processing time at the 90th percentile is 3:42 for the Johnston County 911 Center, meeting the goal of 1:00 on 8.69% of incidents. The trend is increasing, except for the past twelve months. This goal is prescribed by Clayton Fire Department and is industry best practice, but not necessarily agreed upon by Johnston County 911.
- Turnout time at the 90th percentile is 1:56, meeting the goal of 1:30 on 76.42% of incidents. Turnout time has improved over the past 48 months.
- Travel time at the 90th percentile is 6:59 for all risk, meeting the goal of 5:00 on 66.25% of incidents. Travel time performance has improved over the past 48 months.
- Response time at the 90th percentile is 8:19 for the first arriving unit, meeting the goal of 6:30 on 69.89% of incidents.
- Total response time at the 90th percentile for all risk is 11:59, meeting the goal of 7:30 on 46.17% of incidents. This has remained steady over the past 48 months.
- Effective response force cannot be adequately evaluated against NFPA 1710 - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments. This is due to the current staffing levels of

the department. NFPA 1710 recommends staffing of 16-17 firefighters for an ordinary risk structure fire and Clayton depends on mutual aid response to meet the recommendation. The staffing of the mutual aid departments has not been captured in the past.

Shared was incident statistics from Jan. 1, 2023 – Oct. 31, 2023

- Total emergency incidents: 2,786
- Total Fire Incidents: 796
- Total EMS Incidents: 1,990
- Fire Station No. 1 Incidents: 1,988
- Fire Station No. 2 Incidents: 771
- Fire Administration: 2
- Auto/Mutuals Aid Given: 105
- Auto/Mutual Aid Received: 75

Shared were considerations/recommendations listed in order of priority.

1. Reclassify six firefighter positions on the rescue company to three captains and three engineers to ensure operational continuity and span of control.
2. Create a career ladder in the department for a more hierarchical organization and promotional opportunity. This can be accomplished by creating a firefighter II position and a master firefighter position which will serve as a relief driver when a fire engineer is absent or working up.
3. Bring staffing of Engine 2 and Rescue 2 up to four personnel each, creating a maximum shift staffing of 17 and minimum staffing of 15. This will require the hiring of 6 personnel and may be accomplished with a Staffing for Adequate Fire and Emergency Response (SAFER) grant in 2024, or through the budget process if the grant is not awarded.
4. Construction of two fire stations, one in south Clayton in the Hwy. 42/70 area and one in north Clayton, in Covered Bridge Road/Riverwood area. The addition of these stations will close the gap in response time, which is a result of a lack of distribution of resources. The addition of these stations will also require physical and human resources in the way of two engines and staffing. A total of 12 personnel per station, 24 in total, will be required to bring two new stations online. These additional resources will allow for improved service delivery, reduced response times, better concentration and distribution, and overall system performance.

b) 1:15 - 1:30 p.m.

Break

c) 1:30 - 2:15 p.m.

Exploring True Colors for Personal and Organizational Success

Presenter: Ddore Gill, Deputy Town Manager

This item was not discussed due to time.

d) 2:15 - 3:30 p.m.

Advisory Board Policies and Discussion

Presenter: Rich Cappola, Town Manager and Heidi Holland, Town Clerk

Ms. Holland spoke on this. She stated the ask is to approve the advisory board updated by-laws. Shared was a proposed attendance sheet.

Shared were the Major Proposed Changes to Boards (except BOA & Planning):

- Terms of Office – May serve no more than 2 terms; may reapply after one year
- Representation – Shall be as broad of a representation of the community as possible. In-town candidates shall have a preference over ETJ candidates.
- Absences – Can not miss more than 3 unexcused consecutive meetings or a total of four unexcused absences during a year
- Added Two Alternates
- Added Code of Conduct

It was consensus of Council to approve the representation of the by-laws as well as the absences. It was suggested to have all board members sign a contract stating that they have read and understand the by-laws. Ms. Holland stated in January, each clerk to the board would discuss these new changes with their board.

This item would be brought back at the December 4, 2023 work session.

e) 3:30 - 4:00 p.m.

- Retreat Wrap-Up
- Next Steps
- Council Discussion

Ms. Gill asked Council what went well today and what did not. It was stated staff stayed on task. This was a very robust agenda, but a lot of ground was covered. It was stated Council would like the opportunity to bring up items; there needs to be unscripted time for Council for discussion.

6 ADJOURNMENT

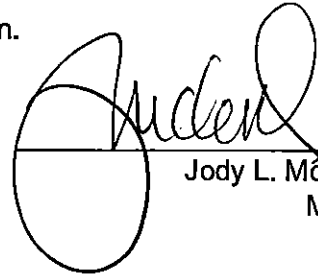
a) Adjournment

With nothing further, the meeting was adjourned at 4:08 p.m.

Motion To Adjourn

RESULT:	CARRIED 3-0
MOVER:	Michael Sims
SECONDER:	Andria Archer
YES:	Andria Archer, Michael Sims, and Porter Casey
NO:	None
ABSENT:	Jason Thompson and Avery Everett

Duly adopted this the 18th day of December, 2023 while in regular session.


Jody L. McLeod
Mayor


Sam Johnson-Phillips
Deputy Town Clerk

TOWN OF CLAYTON
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APRIL 1869
CLAYTON, N.C.