



Town of Clayton
Special Meeting - Clayton Town Council Minutes
Friday, October 28, 2022 at 7:30 AM
Caterpillar Training Center
954 NC Hwy 42 East, Clayton

Council Present:

Mayor Jody McLeod
Mayor Pro Tem Jason Thompson
Council Member Andria Archer
Council Member Avery Everett
Council Member Michael Sims
Council Member Porter Casey

Council Absent:

None

Staff Present:

Rich Cappola, Town Manager
Jim Cauley, Town Attorney – CauleyPridgen
Lee Barbee, Interim Deputy Town Manager/Fire Chief
Dolores Gill, Deputy Town Manager
Heidi Holland, Town Clerk
Greg Tart, Police Chief
Robert McKie, Finance Director

1 CALL TO ORDER

- a) Mayor McLeod called the meeting to order at 8:06 a.m.

2 8:00 - 8:15 AM

Welcome and Opening of the Meeting

- a) Michael Bastin welcomed everyone to the Edward J. Rapp Customer & Training Center and went over the background and safety requirements. Ms. Gill welcomed everyone and stated she would be taking over after the Caterpillar Tour.

3 8:15 - 9:00 AM

Caterpillar Tour

- a) Ms. Olivia Lampe, Customer Experience Coordinator, led the group in a tour at the Caterpillar facility.

4 9:00 - 9:15 AM

Break

5 9:15 AM - 12:00 PM

Strategic Plan Evaluation

- a) Ms. Gill spoke about the priorities that were discussed at the retreat held in February of this year, which were CIP, transportation, growth, customer service, timeline management and legislative agenda. She discussed the topic that would be discussed today would be the strategic plan. She stated 67% of strategic plans fail. She asked what percentage of executives don't have faith their plans will work, the answer is 73%.

Fall Council Retreat: Work of the Day

- Strategic Planning: An Overview
- Town of Clayton Strategic Plan: A Journey
- Plan Overview
 - Components: Vision, Mission, Core Beliefs
 - 6 Major Goals with Objectives
 - Action Timelines for 2012, 2017 and Vision Principles
 - Planning processes and stakeholder input
- Plan Evaluation
 - Summary Spreadsheet
 - SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)
- Conclusions and Next Steps

Strategic Planning: Setting the Stage

- An ongoing process by which an organization sets its course by bringing stakeholders together to examine its strengths, weaknesses, resources and opportunities.
- Involves creating a vision while setting goals that are long term and forward focused.
- Requires commitment to the goals and strategies comprised in the plan.
- Sets a direction for the organization requiring alignment to other anchor documents and sets the tone for accountability and measurable outcomes.
- Requires clear and effective communication with all levels of staff to understand roles in the plan for success.
- Created for multiple year spans with defined checkpoints and goal alignment through the process and adaptable in real time.

6 12:00 - 1:00 PM

Lunch

- a) Working lunch from 12:00 - 1:00 p.m.

Ms. Gill discussed the journey of a strategic plan.

Strategic Plans: A Journey

- What happens on Day 2 after a plan is created?
- What is the journey of the plan?
- What is the typical journey of a plan?
- Are there forces that work for and against a plan?
- Is the journey a clear one?
- Can a plan go "off course"?

She asked Council their thoughts on what would cause a plan to get off track. Discussion included day to day operations, complexities of a plan, the need to have stakeholders that participate and if the plan is not realistic. There was discussion on having a clear plan and how leadership reacts to the plan.

Plan Overview:

- Developed in 2011
- Implementation in 2012 with Action Items (Policy/Management Agenda)

- 2017 Five Year Plan
- Vision Principles for 2025
- 6 Major Focus Goals:
 - Grow the Local Economy
 - Financially Responsible Town Government Providing Quality Service
 - Manage Growth Producing Quality Development
 - Beautify the Town of Clayton and Create an Arts Community
 - Think Downtown

Ms. Gill asked for Council's thoughts on this overview. There was discussion on how the Town has worked really hard to have a beautiful town but downtown is heavily focused on. There was discussion on whether the growth is managing us or are we managing growth.

There was discussion on the need to legislate it so we can regulate it. It was stated to make higher standards for developments/towns but until this is legislated, we do not have a choice but to approve certain developments. There was discussion on having more retail rental spaces for Downtown. There was lengthy discussion on what the Copper District could do to our Downtown. There was also discussion on offering incentive on driving more businesses Downtown but must think about the infrastructure first.

Ms. Gill stated she is hearing great conversation on where this strategic plan has come from. She asked how the Town has changed throughout the years. There was discussion that everything has almost doubled in size since 2012. It was stated the Town is a \$100 million dollar operation. Mr. McKie stated the budget report in 2012 for the general fund was \$15.4 million, in 2023 it is \$43.6 million. He stated in 2012, salaries were \$8.9 million and in 2023, the salaries are \$27.5 million. He stated the trend is the same of over 50% of salaries and benefits make up the budget.

Ms. Gill discussed the live spreadsheet that staff has been involved in updating this week. She shared this spreadsheet and went into lengthy discussion on each of goal.

Mayor Pro Tem Thompson stated we have accomplished more than what we probably realize we have. Mayor McLeod stated we have been focused on these goals for decades, it has been our consistent message and goal and this has been clear to our citizens. Council Member Sims stated the Town has done a phenomenal job of accomplishing these goals but we are at a crossing point where lots of changes are happening and we must embrace the change.

There was discussion on the staffing manpower needs with Fire and Police. It was stated are there other organizations that can chip in moving forward. Town events are only going to get bigger and costing the Town more money to staff these events. Ms. Gill asked Council if they thought there was success in this plan, they stated yes.

There was discussion on levels of funding, rate increases and prioritizing. Ms. Gill asked for feedback on the spreadsheet. There was discussion on having a common goal among departments as well as departments being patient and team players.

Conclusions and Next Steps:

- Determine the role of the existing plan to the current reality of the Town of Clayton. (SWOT Activity)
- Assess the importance of other anchor documents to the alignment of the plan. (UDC, Comprehensive Plan, Downtown Master Plan, Parks Plan etc.)
- Identify interim goals to sustain the Town as the current plan closes. (Prior Retreat Identified the following: CIP projects (included infrastructure needs, Transportation, Growth, Legislative Agenda, Customer Service/Delivery timelines)
- Plan for a comprehensive strategic planning process which produces a plan responsive to current need. (Begin to choose a consultant to embark on new Strategic Plan)
- Incorporate Strategy Management techniques to monitor and adjust the updated plan moving forward. (Identify a position or process to ensure plan is monitored)
- Align the future strategic plan to anchor documents and operational goals. (In new plan, ensure that all documents align)

Ms. Gill stated they need Council's permission to be able to continue on with this plan to take things in process and bring to fruition. She stated as the Executive Team moves forward, there must be an intentional process by someone on the team that can deliver in Strategic Manager. This person must be deliberate, accountable at task level and someone need to champion and take ownership of this plan.

It was stated in the next year or so when the Comp. Plan, Small Area Plan and Downtown Master Plan is complete, all these plan would generate a new set of plans that would need to be completed. The thought is to get all the anchor documents completed, then in the 2024 calendar year, hire a consultant to help walk through this plan. This would then form a new strategic plan for the next 10 years. Mr. Cappola suggested to hire a consultant to pull all the plans together that have not been completed by the time we get to the new strategic plan. There was a suggestion for internal customers to have access to a dashboard that would show how many jobs have been completed.

She asked Council what worked well at today's retreat, it was stated the venue was amazing and a lot of relatable and understandable information was covered.

Council Takeaways

- Copper District (what will this do to Downtown)
- Would like to see editable document for the CIPs
- Making standards higher for developments/town homes
- Discussion on expediting the SUP process to be able to regulate more developments
- Fire or health and science area (with JCC) could be across from the hospital. Grants come with these schools and we could have that across from hospital in Copper District. What would we like to be known for?
- Have a document that can be provided to the community to show them the goals and the completion of the goals in the Strategic Plan
- Have the Communication Dept provide a quarterly report about process
- For internal customers, have a dashboard that could show how many jobs are being completed

- Create the excel spreadsheet into a dashboard and be able to see topics in real time

7 1:00 - 1:30 PM

Council Discussion

- a) Council requested to have conversations with just Council.

8 1:30 - 1:45 PM

Break

9 1:45 - 2:00 PM

Travel to River Mews/Smithfield BBQ Property (off Hwy 42)

- a) The group traveled in the Town's Parks & Rec. bus to the River Mews/Smithfield BBQ Property.

10 2:00 - 3:30 PM

Tour River Mews/Smithfield Property (off Hwy 42)

- a) The group toured River Mews/Smithfield BBQ Property. The tour was led by Joey Brehm and Daniel Perkins.

11 3:30 - 4:00 PM

Close Meeting

- a) The group headed back to Caterpillar around 3:45 p.m.

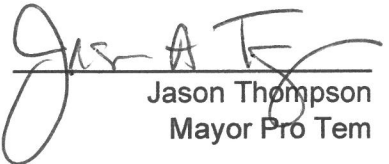
12 ADJOURNMENT

- a) With nothing further, the meeting was adjourned at 3:55 p.m.

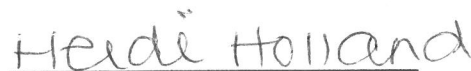
Motion to Adjourn

RESULT:	CARRIED 5-0
MOVER:	Jason Thompson
SECONDER:	Michael Sims
YES:	Jason Thompson, Andria Archer, Avery Everett, Michael Sims, and Porter Casey
NO:	None

Duly adopted this the 21st day of November, 2022, while in regular session.


Jason Thompson
Mayor Pro Tem

ATTEST:


Heidi L. Holland, CMC, NCCMC
Town Clerk

