



Town of Clayton  
Clayton Fire Advisory Board Agenda  
Thursday, January 25, 2024  
Clayton Fire Station One  
325 W. Horne Street

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**1. CALL TO ORDER**

**2. INTRODUCTION OF NEW BOARD MEMBERS**

- a. Introduction of New Members
- Joel Gates
  - Jeffrey Stallings
- Presenter:* Stacey Turner, Board Chair

**3. APPROVAL OF MINUTES**

- a. Minutes
- November 16, 2023 DRAFT Minutes
- Presenter:* Heidi Holland, Town Clerk  
[November 16, 2023 DRAFT Minutes](#)

**POTENTIAL ACTION:** Adoption of Minutes

**4. REPORTS FROM FIRE CHIEF**

**5. OTHER BUSINESS**

- a. Discussion on By-Laws Update
- Code of Conduct
  - Member Requirements
- Presenter:* Heidi Holland, Town Clerk  
[Fire Advisory Board By-Laws ADOPTED 01022024](#)  
[Code of Conduct for Members of Appointed Boards](#)  
[Advisory Board Member Requirements](#)

**6. ADJOURNMENT**

- a. Adjourn
- POTENTIAL ACTION:** Motion To Adjourn



**Town of Clayton**  
**Fire Advisory Board Minutes**  
**Thursday, November 16, 2023 at 6:00 PM**  
**Wooten Room, Town Hall**  
**111 E. Second Street**

**Board Members Present:**

Chris Carter  
Daryle Harris  
Karen Patterson  
Stacey Turner

**Staff Present:**

Jason Thompson, Mayor Pro Tem  
David Ranes, Fire Chief  
Heidi Holland, Town Clerk

**Board Members Absent:**

Brian Maynard  
David Whitt Young  
Kristy Dean

**1 CALL TO ORDER**

- a) Chief David Ranes called the meeting to order at 6:09 p.m.

**2 OPENING REMARKS**

**3 APPROVAL OF MINUTES**

- a) Approval of Minutes
- August 3, 2023 Draft Minutes
- Presenter:* Heidi Holland, Town Clerk

**Adoption of Minutes**

<b>RESULT:</b>	<b>CARRIED 4-0</b>
<b>MOVER:</b>	Chris Carter
<b>SECONDER:</b>	Daryle Harris
<b>YES:</b>	Chris Carter, Daryle Harris, Karen Patterson, and Stacey Turner
<b>NO:</b>	None
<b>ABSENT:</b>	Brian Maynard, David Whitt Young, and Kristy Dean

**4 REPORTS FROM FIRE CHIEF**

- a) Chief Ranes discussed how the department is organized and what direction he would like the department to go. Shared was his past career history.

Shared were his current goals. He stated the first 90 days goal is to build internal relationships. He plans on meeting with every employee and mutual aid partners and listening to feedback. His vision is to push decisions down to staff. He discussed evaluating the organizational structure and the need for training.

He stated Amy Shearin, previous Emergency Services Coordinator, has now been moved to Economic Development. She will do a lot less emergency management and be more of an event planner. Part of his evaluation would be to look at emergency management functions.

He stated he has been working with HR and the Town Manager's office and has found some deficiencies on truck assignments. He discussed new positions and modifying holiday pay.

Shared was a presentation that was shared at the November 9, 2023 Council retreat.

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 Raney 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.

## 5 OTHER BUSINESS

- a) Approval of 2024 Meeting Schedule

Ms. Holland presented the 2024 meeting schedule.

### Approval of 2024 Meeting Schedule

<b>RESULT:</b>	<b>CARRIED 7-0</b>
<b>MOVER:</b>	Daryle Harris
<b>SECONDER:</b>	Chris Carter
<b>YES:</b>	Brian Maynard, Chris Carter, Daryle Harris, David Whitt Young, Karen Patterson, Kristy Dean, and Stacey Turner
<b>NO:</b>	None

- b) Advisory Board Video Project  
*Presenter:* Nathanael Shelton, Communication Director

Nathanael Shelton videoed each member prior to the meeting for an Advisory Board video he is creating.

- c)

## 6 ADJOURNMENT

- a) Adjourn

With nothing further, the meeting was adjourned at 7:02 p.m.

### Motion To Adjourn

<b>RESULT:</b>	<b>CARRIED 4-0</b>
<b>MOVER:</b>	Chris Carter
<b>SECONDER:</b>	Daryle Harris
<b>YES:</b>	Chris Carter, Daryle Harris, Karen Patterson, and Stacey Turner
<b>NO:</b>	None
<b>ABSENT:</b>	Brian Maynard, David Whitt Young, and Kristy Dean

Duly adopted this the 25<sup>th</sup> of January, 2024.

\_\_\_\_\_  
Stacey Turner

ATTEST:

\_\_\_\_\_  
Heidi L. Holland, CMC, NCCMC  
Town Clerk

**TOWN OF CLAYTON  
BY-LAWS GOVERNING THE  
CLAYTON FIRE DEPARTMENT ADVISORY BOARD**

**ARTICLE I**

**NAME**

- (a) Name. Created was an Advisory Board, created by the Town Council for the Town of Clayton, to be known as the Clayton Fire Department Advisory Board (hereinafter referred to as the "Board"). The Board shall continue to serve unless official action is taken by the Town Council to abolish or modify the Board. No action other than majority vote of the Clayton Town Council shall have the effect of abolishing or otherwise ending the purposes, duties, responsibilities, or authorities of the Board.

**ARTICLE II**

**PURPOSE/MISSION**

- (a) Purpose. The Clayton Fire Department Advisory Board (CFDAB) shall serve as the advisory body for the Clayton Fire Department and the Town Council for the Town of Clayton. The purpose of the CFDAB, as stated in Chapter 32 of the Town of Clayton Code of Ordinances, is to provide an instrument of communication between the Clayton Fire Department (CFD), the Fire Chief, and the Town Council. To assist the Fire Chief and the membership address and resolve issues of mutual concern. To ensure that there are adequate personnel and equipment for the protection of life and property to the citizens (customers) of the Town of Clayton and the Claytex Fire District. To assist the Fire Chief and assure that all resources will be used in the fairest and most efficient manner possible for all concerned.
- (b) Powers and Duties. The Board shall: (1) ensure that communication between the Fire Chief and the membership remains open and productive; (2) ensure that concerns of the members are presented in an honest, fair and unbiased manner; and (3) report to the Town Council at least annually on activities, recommendations, and/or issues of concern.

**ARTICLE III**

**MEMBERSHIP**

- (a) Appointments. Board Members shall be selected from applications submitted to the Town of Clayton. Membership shall consist of nine (9) members appointed by the Town Council. There shall be one or two Town of Clayton residents, one or two Claytex Tax District residents, three active members of the Clayton Fire Department, and two alternates. Alternates may be residents, Claytex residents or active members of the Clayton Fire Department. There shall be representation from the full-time and the part-time members. Appointments will be made for this Board through the established procedures in the Appointment to Advisory Boards Procedures policy.

- (b) Interviews. Interviews for this Board shall follow the established procedures in the Appointment to Advisory Boards Procedures policy.
- (c) Ex-officio Member. The Fire Chief, or his designee, may serve as an ex-officio member. In addition, the Town Council shall appoint a Council Member to serve as an ex-officio member. The ex-officio member(s) will not have a vote on items coming before the Board. The Town Council shall also appoint a staff member (liaison) to this Board.
- (d) Alternates. The process for appointing alternates shall follow the procedures in the Appointment to Advisory Boards Procedures policy. Alternates may be residents, Claytex residents or active members of the Clayton Fire Department. The alternates appointed to the Board will fill the position of Board Members that are absent at a meeting. The alternates will not have a vote on items coming before the Board unless they are filling in for a Board Member. Alternates are required to attend each scheduled meeting. In the case there is a resignation, death or otherwise, an alternate will fill that vacancy automatically. The Board Chair will nominate an alternate to fill the vacancy; Board Members shall approve this nomination.
- (e) Length of Appointment. Terms for all members shall be for three (3) years. The terms will begin on January 1<sup>st</sup> and expire December 31<sup>st</sup>, except for the ex-officio from the Town Council who will serve concurrent with his/her term of office.
- (f) Terms of Office. Board Members may serve for no more than two consecutive terms. Board Members may be appointed to the Board once a single year has passed since last serving on the Board. Board Members appointed to fill a vacancy may serve two consecutive terms after the expiration of their term. Terms will run on a calendar year.
- (g) Vacancies. Whenever a vacancy occurs by resignation, death or otherwise, this vacancy shall be filled in June of each year by the Town Council, following the procedures in the Appointment to Advisory Boards Procedures policy. The appointee shall serve for the duration of the unexpired term.
- (h) Removal of Members. Any member of the Board may be removed with or without cause, at any time, through a request from the Board to the Town Council or directly by the Town Council.
- (i) Resignation. The resignation of Board members must be provided in writing to the Clerk's Office.
- (j) Changes to By-Laws. With a majority vote of the membership, proposed changes to the By-Laws shall be submitted to the Town Council for review and approval. Changes to the By-Laws do not take effect until final approval is granted by Town Council.

(k) Conduct. Members of appointed boards shall, at all times during the course of their board membership, conduct themselves in a professional and ethical manner. Board members shall be respectful to other board members, public officials, and members of the public. They further shall abide by any rules of procedures or other guidelines for the conduct of their boards. Board members shall not use their official positions for personal gain.

(l) Conflict of Interest. A Board Member must publicly disclose any potential conflict of interest and shall not participate in deliberation or vote on any item where the outcome of the matter being considered is reasonably likely to have a direct, substantial, and readily identifiable financial impact on the Board Member.

#### **ARTICLE IV**

#### **APPOINTMENT OF CHAIR AND VICE-CHAIR**

(a) Officers. The appointment of a Board Chair and Vice-Chair, for the ensuing year, shall take place at the pleasure of the Board such that they are named at the March meeting each year. The mention of new officers shall be on the January agenda of each year; no action will be taken at this meeting. The Chair and Vice-Chair shall be appointed upon majority vote of the Board. Nominations may be made by any Board member. Officers shall serve a one-year appointment with eligibility for reappointment. In the event an officer's appointment to the Board is terminated, a replacement to this office shall be appointed by the Board at the next meeting.

#### **ARTICLE V**

#### **DUTIES**

(a) Chair. The Chair shall preside at meetings and shall retain full voting rights. The Chair may call a special meeting with a minimum of forty-eight hours written notice to the Board. The Board Chair shall serve as an ex-officio member of standing committees. It shall be the duty of the Chair to provide information for the meeting agendas to the Clerk to the Board, or designee.

(b) Vice-Chair. The Vice-Chair will serve in the absence of the Chair with all the same authority/rights of the Chair. Should the Chair resign or otherwise become unable to fulfill the duties of office during an elected term, the Vice-Chair shall assume the post.

(c) Fire Chief. The Fire Chief may provide logistical and clerical support to the Board. The Fire Chief may provide the Board with information on Fire Department operations, policies, activities, and other relevant information as necessary to address issues outlined on the meeting agenda.

- (d) Clerk to the Board. It shall be the duty of the Clerk to the Board, or designee, to record the minutes of each meeting. In accordance with G.S. § 143-318.10(e), the Board shall keep full and accurate minutes of all official meetings.

## **ARTICLE VI**

### **MEETINGS**

- (a) Meetings. Regular meetings shall be held by the Board on a date and time based on a calendar adopted annually by the Board and filed with the Town Clerk. This calendar shall be created by the Clerk to the Board or designee. This calendar shall be on the November agenda and voted on by a majority of the Board. In the event no business is pending and no agenda is developed, a meeting may be canceled. In accordance with NC GS 143-318.10, these are official meetings and are open to the public.
- (b) Business of the Board. Business of the Board shall take place in the course of an official meeting. An official meeting shall only take place in the presence of a quorum at regular scheduled or properly called special meetings.
- (c) Special Meetings. Special meetings may be called by the Board Chair or upon written request from a majority of the Board.
- (d) Quorum. A quorum shall consist of a simple majority of the total membership of the Board. A quorum of the Board shall be in attendance before action of an official nature can be taken.
- (e) Order of Business. The order of business, unless otherwise noted by the Board Chair, or designee, shall include:
1. Call To Order
  2. Approval of Minutes
  3. Reports from Board Chair, or designee
  4. Other Business
  5. Adjournment

## **ARTICLE VII**

### **ATTENDANCE**

- (a) Absences. All Board Members are expected to attend regular and special called meetings. An appointed Board Member who misses more than (3) unexcused consecutive regular meetings, or a total of four (4) such meetings during the year, loses his status as a member of the Board. Absences due to sickness, death, or other emergencies of like nature shall be regarded as approved absences and shall not affect the member's status on the Board, except that in the event of a long illness or other such prolonged absence, the member may be replaced. After a Board Member

misses more than four unexcused meetings, the Clerk's Office will send a letter of termination to the Board Member and will notify the Town Council Liaison, Fire Chief, Clerk to the Board and Board Chair.

- (b) Attendance Record. The Clerk to Board, or designee, shall maintain the attendance record, including attendance at regular meetings, work sessions, and special called meetings.

#### **ARTICLE VIII**

#### **COMMITTEES**

- (a) Establishment of Special Committees. Committees will be established by majority vote of the Board as needed to best conduct the business of the Board. The Board Chair will appoint committee members, and members of the committee may contain persons not serving on the Board. Each committee Chair shall be appointed by the Board Chair. Committees may be established as needed.

#### **ARTICLE IX**

#### **REPORTS**

- (a) Board Chair Reports. The Board Chair will ensure an Advisory Board report is provided to the Town Council at least annually. This report will address activities, recommendations and/or issues of concern. In the event there is nothing to report to the Town Council, then the Board Chair will send an email or written memo to the Mayor with copies to the Town Manager, the Fire Chief, and the members of the Board. This report shall be reported to the Town Council by June of each year.

CFDAB By-Laws -- First Adopted 7/1/2005. Revised and Approved by the Clayton Fire Department Advisory Board on 01/23/2014; Resolution #2023-96 passed 12/4/2023; Resolution #2024-01 passed 1/2/2024



## **TOWN OF CLAYTON**

### **Code of Conduct for Member of Appointed Boards**

**WHEREAS**, advisory boards are an integral part of the process of good local government and, through their advisory role, they help ensure that the Town Council is better informed when making decisions; and

**WHEREAS**, in order for advisory boards to serve their intended function and purpose, it is critical that the members thereof conform to those standards of ethical and professional conduct that warrant the trust of the Mayor and Town Council members and the citizens of Clayton.

**NOW, THEREFORE**, each advisory board member for the Town of Clayton shall be expected to maintain the highest ethical standards and to conform his or her conduct to those specific standards set forth herein.

### **Code of Conduct**

#### Section 1.

Board members should obey all laws applicable to their official actions. Board members should be guided by the spirit as well as the letter of the law in whatever they do and shall never use their position for personal gain.

At the same time, board members should feel free to assert policy positions and opinions without fear of reprisal from fellow board members or citizens. However, in doing so, board members:

- a) shall be mindful that they were appointed by the Mayor or Town Council to a Citizen Advisory Board and, therefore, if they are advising or advocating a position that is contrary to a Council policy, that they notify the Mayor, Town Council, and Town Manager of such as soon as practicable;
- b) who serve in an advisory capacity shall be mindful that their chief responsibility is to advise the Mayor, Town Council, Town Manager, and appropriate Department Director rather than to advocate to the public at

large, particularly when the position of advocacy is contrary to or inconsistent with a Council policy;

- c) shall understand that they hold a position of trust on behalf of the Town and its citizens; and
- d) shall assert policy positions and opinions on matters within or related to the jurisdiction and subject matter of the body on which they serve only through the transparency of official proceedings of the body or in a capacity and manner appropriate for a member of such body. Board members shall not represent their individual views as being representative of the full body unless they have been formally authorized by the body to do so.
- e) These requirements are particularly important to chairpersons who must recognize that they are authorized to speak for the body only to the Mayor, Town Council, Town Manager, or Department Directors.

#### Section 2.

Board members should act with integrity and independence from improper influence as they exercise the duties of their offices. Characteristics and behaviors consistent with this standard include the following:

- Adhering firmly to a code of sound values;
- Exhibiting trustworthiness;
- Using their best independent judgment to pursue the common good as they see it, presenting their opinions to all in a reasonable, forthright, consistent manner;
- Remaining incorruptible, self-governing, and unaffected by improper influence while at the same time being able to consider the opinions and ideas of others;
- For board members who act in a quasi-judicial capacity, disclosing contacts and information about issues that they receive outside of public meetings and refraining from seeking or receiving information about quasi-judicial matters outside of the quasi-judicial proceedings themselves;
- Treating other board members and the public with respect and honoring the opinions of others even when the board members disagree with those opinions;
- Showing respect for their offices and not behaving in ways that reflect badly on those offices;
- Recognizing that they are part of a larger group and acting accordingly; and

- Abiding by any rules of procedures or other guidelines for the conduct of their boards.

### Section 3.

- a) Board members should avoid impropriety in the exercise of their official duties. Their official actions should be above reproach and they should not use their official position for personal gain. Although opinions may vary about what behavior is inappropriate, the Town Council will consider impropriety in terms of whether a reasonable person who is aware of all of the relevant facts and circumstances surrounding the board member's action would conclude that the action was inappropriate.
- b) If a board member believes that his or her actions, while legal and ethical, may be misunderstood, the official should seek the advice of the Town Manager and should consider publicly disclosing the facts of the situation and the steps taken to resolve it (such as consulting with the Town Manager).

### Section 4.

Board members should faithfully perform the duties of their offices. They should act as the especially responsible citizens whom others can trust and respect. They should set a good example for others in the community, keeping in mind that trust and respect must continually be earned.

Board members should meet attendance expectations and be prepared for all meetings. Board members should be willing to bear their fair share of the body's workload. To the extent appropriate, they should be willing to put the Town's interests ahead of their own.

### Section 5.

Board members should conduct the affairs of their board in an open and public manner. They should comply with all applicable laws governing open meetings and public records, recognizing that doing so is an important way to be worthy of the public's trust. They should remember when they meet that they are conducting the public's business. They should also remember that local government records belong to the public and not to them or Town's employees. In order to ensure strict compliance with the laws concerning openness, the Mayor and Town Council have made it clear that an environment of transparency and candor is to be maintained at all times in the governmental unit.

Section 6.

Sanctions

Following any review of an allegation against a member of a citizen advisory board, the Town Council may choose to remove a member in their sole discretion.

**ACKNOWLEDGEMENT**

I acknowledge that I have received, read and understand this Code of Conduct for Members of Appointed Boards. I further acknowledge and understand that failure to comply with this requirement hereof shall be grounds for having my appointment rescinded. Finally, I acknowledge and understand that as a member of an appointed board of the Town of Clayton, I am to hold myself to the highest ethical standards. If I am unsure whether an action that I have taken or may take is consistent with this code of conduct, I will promptly notify the Clerk to the Board.

Name: (Printed): \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Board: \_\_\_\_\_



## TOWN OF CLAYTON

### Advisory Board Member Requirements

The Town of Clayton requires each of the Advisory Boards to follow the same rules as the Town Council. Kindly read the summary and return a signed copy to the Clerk of the Board. Please contact the Clerk to the Board or the Town Clerk if you have any questions.

It is critical for the success of the Town's boards that all members attend the meetings regularly. Please be aware of our attendance policy. All Board Members are expected to attend regular and special called meetings. An appointed Board Member who misses more than (3) unexcused consecutive regular meetings, or a total of four (4) such meetings during the year, loses his status as a member of the Board. Absences due to sickness, death, or other emergencies of like nature shall be regarded as approved absences and shall not affect the member's status on the Board, except that in the event of a long illness or other such prolonged absence, the member may be replaced. After a Board Member misses more than four unexcused meetings, the Clerk's Office will send a letter of termination to the Board Member and will notify the Town Council Liaison, Clerk to the Board and Board Chair.

Please let the Clerk to the Board or the Town Clerk know if your address, phone number or email address changes.

Please note that all emails, texts or other writing regarding board business may be considered a public record. Public records must be provided upon request and in a timely manner to anyone who requests them.

Board meetings are public meetings and must comply with all open meetings laws. In consideration of the volunteers' time, we ask that you keep meetings to an hour or less.

I, \_\_\_\_\_, have read and understand the above requirements.

Name: (Printed): \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Board: \_\_\_\_\_