



Town of Clayton
Town Council Work Session Minutes
Monday, June 1, 2026 at 3:00 PM
Council Chambers, Town Hall
111 E. Second Street

Pursuant to N.C. General Statute § 143-318.10(e), these minutes provide a general summary of the Town Council meeting and do not represent a verbatim transcript. A complete video recording of this meeting is available for public access on the Town of Clayton's official YouTube channel: <https://www.youtube.com/user/TownofClaytonNC>.

Council Present:

Mayor Jody McLeod
Mayor Pro Tem Andria Archer
Council Member Ruth Anderson
Council Member Porter Casey
 **arrived at 3:10 p.m.*
Council Member Amanda Underwood
Council Member Gretchen Williams

Council Absent:

Staff Present:

Rich Cappola, Town Manager
Jim Cauley, Town Attorney
Heidi Holland, Town Clerk
Dolores Gill, Chief of Staff and Strategic Initiatives
Lee Barbee, Deputy Town Manager
Greg Tart, Police Chief
David Ranes, Fire Chief
Robert McKie, Finance Director
Nathanael Shelton, Communication Director
Matt Proctor, Electric Systems Director
Jonathan Ham, Engineering Director
Kinsey Holton, Asst. Engineering Director
Haley Downey, Asst. Planning Director
Shannon Poole, Project Controls Specialist
Conrad Olmedo, Planning Director
Todd Riddick, Parks and Rec. Director

1. CALL TO ORDER

- a. Call To Order

Mayor McLeod called the meeting to order at 3:02 p.m.

2. ADJUSTMENT OF THE AGENDA

- a. Adoption of Agenda

Adoption of the Agenda

Result:	Passed 4-0
Mover:	Andria Archer
Seconder:	Ruth Anderson
Yes:	Andria Archer, Ruth Anderson, Amanda Underwood, Gretchen Williams
No:	None
Absent:	Porter Casey

dedicated tax revenues previously set aside for capital improvements. The Town has accumulated approximately \$7.3 million in unrestricted capital reserves, in addition to restricted funds designated for specific projects.

He shared the proposed five-year Capital Improvement Plan for fiscal years 2027 through 2031, which totals approximately \$148 million. Roughly \$72 million is expected to be funded through grants, previously issued bond proceeds, parks-related fees, and other restricted sources. The remaining approximately \$76 million would be funded through a combination of \$65.8 million in debt financing and \$10.2 million in pay-as-you-go funding. Financing assumptions include 20-year repayment terms, a 5% interest rate, and level principal repayments.

Based on the analysis, Mr. Brigulio concluded that the proposed CIP is financially achievable. The Town would remain in compliance with all debt policies, maintain positive capital reserve balances throughout the planning period, and have sufficient revenues and reserves to support the proposed investments. He stated the Town has both the debt capacity and affordability necessary to implement the five-year capital plan while maintaining financial stability.

During Council discussion, members expressed appreciation for the positive financial outlook and noted that the Town's current position reflects years of careful planning and policy decisions. Council members commented that the Town appears financially healthy compared to many other municipalities and recognized the efforts of both current and previous councils in establishing and maintaining strong fiscal policies. Mayor McLeod noted that adherence to those policies has strengthened the Town's bond ratings and debt position over time. Mr. Brigulio commended the Town for making difficult financial decisions in prior years that have enabled it to fund significant capital investments while preserving strong financial metrics.

b. Full Language Rate Schedules - Water Sewer, Electric, and Solid Waste

Presenter:

Matt Proctor, Electric Systems Director

Mr. Proctor presented on the development of full-language rate schedules for water, sewer, electric, and solid waste services. This initiative supports the Town's upcoming ERP system replacement, which is expected to begin within the next year and would involve a multi-year implementation. A key component of this preparation is the creation of standardized and formalized documentation to ensure a smooth transition from the current system to a new platform. This included developing consistent and detailed documentation of all fees and charges so that system configuration and data migration can be handled more efficiently.

Mr. Proctor stated a pilot program had been initiated with several departments to establish a structured format for this documentation, which will later be expanded across all departments. He explained the effort is focused on creating business rules and full-language rate schedules that define how rates are applied, how charges are calculated, and how exceptions are managed. These documents are intended to complement the existing comprehensive list of fees by providing more detailed explanations, consistent formatting, and centralized access.

He stated the goal is to improve transparency for both customers and staff, support accurate billing and long-term planning, reduce risk, and build public trust. Mr. Proctor explained the current fee schedule identified rate names and amounts but lacks sufficient explanatory detail, and the new format would clarify eligibility, thresholds, and application of rates. He stated plain language rate schedules are expected to reduce customer confusion, minimize complaints, and

promote consistent application of charges across customer classes, reinforcing fairness and equity.

Mr. Cappola discussed operational benefits, stating documenting business rules would reduce reliance on institutional knowledge and improve consistency across departments. He highlighted the importance of capturing knowledge from long-term employees and preserving it in written form to support staff training and continuity amid turnover. He stated documented rules will assist in configuring billing systems within the new ERP, minimizing errors and reducing the need for manual corrections.

Mr. Proctor stated a cross-departmental team has been assembled with representation from electric, water, sewer, and public works. Document formatting has been standardized and draft rate schedules for electric and water services have been completed. He provided an example comparing the existing comprehensive fee listing with the enhanced documentation, demonstrating how the new format includes detailed descriptions, qualifications, and explanations of rate structures.

During Council discussion, a question was raised regarding whether this type of documentation had previously existed. Mr. Proctor responded that similar information had existed in the past but that over time the focus shifted toward maintaining a more concise comprehensive fee list, which resulted in reduced accessibility to detailed explanations. He stated that this initiative represents a renewed effort to bring that detail back into a clear and accessible format.

Additional comments emphasized that earlier efforts had reduced the size of the comprehensive fee document by removing detailed business rules, which limited access for both the public and staff. It was noted that the current effort not only restores that level of detail but also aligns with ERP implementation needs by ensuring that system developers have clear guidance on how fees are calculated, including complex formulas. This documentation will allow the Town to determine whether prospective ERP vendors can meet operational requirements or if process changes or alternative vendors may be necessary.

Mr. Proctor provided a recent example involving a new electric vehicle charging customer, explaining that the structured documentation approach was used to analyze and justify the most appropriate rate classification. He stated that this demonstrated the practical value of the initiative and its potential benefits across all departments.

The presentation concluded with acknowledgment of the work completed thus far and the expectation that once finalized, the full-language rate schedules will be accessible alongside the comprehensive fee list, providing both quick reference and detailed explanation as needed. Council expressed appreciation for the effort and recognized the value of the project. The meeting then proceeded to the next agenda item.

- c. 3:30 - 3:50 p.m.
Clariti Online Permitting Software Progress Update
Presenters:
Dolores Gill, Chief of Staff and Strategic Initiatives
Kinsey Holton, Assistant Engineering Director
Haley Downey, Assistant Planning Director

Provided was an update on the implementation of the Clariti online permitting and application

software, noting that Phase 1 is scheduled to go live on July 6. The project would transition the Town from paper applications and fillable PDFs to a fully integrated online permitting system. Ms. Gill stated the project has involved extensive collaboration among multiple departments and will improve customer service, efficiency, communication, and transparency throughout the permitting process.

Ms. Gill explained the online portal would allow residents, contractors, and developers to apply for permits, submit applications, upload required documents, make payments, and track application status at any time. The system integrates with Bluebeam for plan review, the Town's financial software for payment processing, and GIS resources for zoning and property information. Automated notifications and email updates would keep applicants informed throughout each stage of the review process.

An implementation update was provided, noting that June would be dedicated to system testing and staff training. Training would be conducted for permit specialists, planners, engineers, inspectors, department directors, and other staff who would utilize the system. The project includes approximately 50 application and permit types, with 22 permit types included in the Phase 1 launch. The remaining permit types would be incorporated during Phase 2, which is expected to launch in January 2027. Until Phase 2 is completed, applications not included in the first rollout would continue to be processed through existing fillable PDF forms.

Customer support measures that would accompany the rollout include a dedicated Development Services phone line, a public kiosk computer for citizens without home computer access, and on-site staff assistance to help customers learn the new system. Additional educational materials and outreach efforts are planned to support users during the transition.

A live demonstration of the system was presented. Ms. Downey demonstrated the customer portal experience using a driveway permit application, showing the process of creating an account, selecting a permit type, entering property information, uploading required documents, reviewing fees, and submitting payment electronically. The demonstration showed how applicants can track permit status, receive email notifications, review comments from staff, upload revised documents, and access receipts and permit records directly through the portal.

Mr. Holton shared the internal review process. The system allows permit technicians and reviewers to conduct completeness checks, review submitted files, assign applications to appropriate departments, communicate review comments, and return applications for revisions when necessary. Review comments and requested corrections are communicated electronically to applicants, who can respond and resubmit materials through the portal. Once all reviews are approved, the system automatically generates permits and notifies applicants that inspections may be scheduled.

The demonstration also highlighted the inspection process. Inspectors can view permit information, access supporting documents, conduct inspections, record pass or fail results, enter comments, assess reinspection fees when necessary, and provide automatic notifications to applicants. Mr. Holton stated the system formalizes communication and streamlines the inspection process while maintaining direct communication between inspectors and applicants.

Mr. Shelton presented the rollout and marketing plan for the upcoming launch. Outreach efforts would include informational posters, rack cards, email campaigns, social media and website communications, bilingual materials, staff education, and notifications distributed through Development Services mailing lists. A dedicated "Permit Clayton" webpage would serve as a

central information hub containing tutorials, frequently asked questions, permit information, links to related resources, and instructional videos. The webpage will also direct users to available permit types and explain the phased implementation schedule.

During Council discussion, questions were raised regarding contractor registration and the time required to establish accounts. Staff explained that account creation is immediate and does not create delays for contractors seeking permits. Council members also asked about customer support, and Mr. Shelton confirmed a dedicated Development Services phone number would be available during business hours to assist users.

Additional questions were raised regarding workload management and application assignment. Ms. Gill explained the system includes dashboard tools to balance workloads among reviewers and allows assignments to be adjusted as necessary. While applications generally remain with the original reviewer to maintain continuity, supervisors can reassign work when employees are unavailable. Mr. Cappola explained the system's initial sufficiency review process ensures incomplete applications do not advance prematurely, improving efficiency and reducing delays for applicants who have submitted complete materials.

Council members expressed support for the project and praised the capabilities of the new system, noting its potential to improve service delivery and streamline the permitting process.

5. BREAK

- a. 3:50 - 3:55 p.m.

6. ITEMS FOR DISCUSSION

- a. 3:55 - 4:30 p.m.
Downtown Parking Study Update
Presenters:
Shannon Poole, Project Controls Specialist
Jim Corbett, Walker Consultants Director of Planning

Ms. Poole introduced the agenda item and provided historical context on downtown parking planning efforts. She stated downtown parking has been an ongoing topic in Clayton, with the last formal parking study completed in 2007. That study had guided various improvements, including wayfinding initiatives and public parking investments. She stated as downtown growth and redevelopment continued, the Town had pursued additional planning efforts through updated inventories, a Parking Task Force, the Downtown Master Plan, and the Comprehensive Transportation Plan.

She stated the current study was intended to continue these efforts by establishing a current, data-driven understanding of parking conditions, with an expanded study area to provide more comprehensive data.

Ms. Poole introduced Jim Corbett of Walker Consultants, who began the presentation. Mr. Corbett provided an overview of the firm, noting its national presence, experience in planning and parking operations, and work with similar communities throughout the Carolinas. He explained Walker Consultants had been engaged to verify parking inventory, including both public and private spaces, and to conduct a detailed utilization study. Data was collected over five separate two-day periods at two-hour intervals from morning through evening, capturing both typical days and special events such as festivals, markets, and concerts. He stated the

study also included a review of compliance issues, such as ADA requirements and signage.

Mr. Corbett explained the study area had been expanded beyond the 2007 boundaries to include additional areas on the west and east ends of downtown. He summarized the inventory findings, noting the Town controlled 249 off-street spaces and 634 on-street spaces, while total public and private spaces exceeded 2,000. He highlighted the Town's success in establishing shared parking agreements, which allowed private lots to serve public needs during off-peak hours, thereby increasing available supply without additional construction.

Data GIS Analyst Jack Casterella of Walker Consultants described their data collection methodology, including the use of vehicle-mounted technology that recorded license plate data and location information to accurately track on-street parking usage. This method produced an auditable dataset that was verified through internal review tools and manual validation to ensure accuracy before generating utilization maps.

Mr. Corbett presented key findings from the utilization analysis, noting that peak parking demand generally occurred during midday hours on weekdays and during events on weekends. He explained that Friday activity was typically the busiest, with strong evening usage tied to downtown events, while Mondays showed the lowest demand. The data indicated that parking demand was concentrated in the central downtown area, particularly along Main Street and nearby corridors where retail and dining activity was highest. He stated while some areas experienced congestion during peak times, other areas retained available capacity.

He discussed shared parking lots as an effective strategy, noting that while utilization varied, these lots played a critical role during peak events by supporting nearby businesses. He commended the Town for pursuing these agreements and recommended continuing to expand them as a cost-effective alternative to building new parking infrastructure.

Mr. Corbett also addressed ADA compliance, noting most Town-controlled facilities met requirements, with the exception of the Horne Square lot, which required one additional ADA space to meet standards. He stated this issue was minor and easily correctable.

Mr. Corbett concluded with potential next steps for consideration. He advised taking time to review the data before implementing changes and emphasized continuing shared parking efforts. He suggested evaluating parking turnover along primary corridors to ensure spaces were used efficiently and considering policies that would encourage short-term parking on-street while directing longer-term parking to off-street locations. Additional recommendations included exploring opportunities to utilize unimproved areas, such as those near railroad corridors, and identifying potential sites for future parking infrastructure if needed.

During Council discussion, questions were raised regarding the balance between on-street and off-street parking. Mr. Corbett responded there was no strict standard but suggested that an approximate balance could be beneficial, depending on community needs. He also addressed concerns about safety and accessibility related to on-street parking, acknowledging that narrow streets can present challenges but noting that such conditions can also help calm traffic. He stated many families appeared to prefer off-street parking during busy times due to ease of access.

Council expressed appreciation for the presentation and the detailed data provided. Comments noted that the study offered valuable insight into both perceived and actual parking conditions and would support future decision-making. It was suggested further discussion may take place

at a later work session after Council had additional time to review the information. The presentation concluded with general acknowledgment of the work completed and the usefulness of the technology and analysis presented.

b. 4:30 - 5:00 p.m.

Unified Development Ordinance Text Amendment (UDOTA) 1-26

Presenter:

Conrad Olmedo, Planning Director

Mr. Olmedo presented Unified Development Ordinance Text Amendment (UDOTA) 1-26, the sixth round of amendments since adoption of the Unified Development Ordinance in 2023. The amendment package included nine proposed changes and had been reviewed by the Planning Board at its May 26, 2026 meeting, where it received a unanimous recommendation for approval. He stated that several questions had been raised by the Planning Board and that additional research and responses would be included in the staff report provided to Council ahead of the public hearing.

The proposed amendments were intended primarily to align the Town's ordinances with recent changes to North Carolina General Statutes and to clarify existing regulations. The amendments addressed topics including split-jurisdiction properties, special use permit expirations, application resubmittals, home occupations, temporary construction office parking, downtown zoning district change-of-use requirements, streetlight standards, alternative plan formatting, and sign regulations.

Mr. Olmedo explained that the split-jurisdiction amendment clarified how regulatory authority was determined when a property lay within more than one jurisdiction, generally assigning jurisdiction based on the majority of the property or through an agreement between jurisdictions. Amendments related to special use permits updated expiration provisions to ensure consistency with state law. A separate amendment removed waiting periods for applicants seeking to resubmit applications that had been denied, withdrawn, or expired, allowing requests to be submitted again immediately.

He also reviewed a proposed amendment concerning home occupations that aligned local regulations with state law by clarifying that individuals holding the appropriate federal permits could sell firearms from a home occupation, provided activities remained consistent with applicable regulations. Another amendment allowed off-site parking for temporary construction offices operating under temporary use permits.

Additional amendments clarified change-of-use requirements within downtown zoning districts, updated streetlight spacing standards in consultation with the Town's Electric Director, and clarified Town maintenance responsibilities for streetlights located outside municipal corporate limits. The amendment package also reorganized provisions related to alternative plans for parking, landscaping, and signage to improve readability and usability of the ordinance. A final amendment corrected a figure associated with short-term sign regulations.

Mr. Olmedo informed Council that Planning Board members had raised questions regarding home occupation regulations and proposed streetlight standards, including whether the revised standards aligned with industry practices and whether placement on a specific side of the street affected implementation. He indicated that additional information on those topics would be provided in the forthcoming staff report.

Mr. Olmedo outlined the next steps in the review process, stating that the amendments would be prepared for Council consideration at the upcoming public hearing, where Council would make a final decision on the proposed ordinance changes.

7. ADJOURNMENT

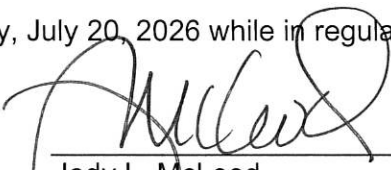
a. Adjourn

With nothing further, the meeting was adjourned at 5:08 p.m.

Motion To Adjourn

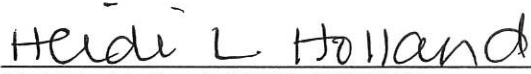
Result:	Passed 5-0
Mover:	Ruth Anderson
Second:	Gretchen Williams
Yes:	Andria Archer, Ruth Anderson, Porter Casey, Amanda Underwood, Gretchen Williams
No:	None
Absent:	

Duly Adopted by the Town Council on Monday, July 20, 2026 while in regular session.



Jody L. McLeod
Mayor

ATTEST:



Heidi L. Holland, MMC, NCCMC
Town Clerk

