



Town of Clayton: Strategic Plan

VISION 2025

CLAYTON 2025 IS
a *BEAUTIFUL TOWN* with a *UNIQUE, ALIVE DOWNTOWN*, a *GROWING ECONOMY* and a reputation as an *ARTS COMMUNITY*

OUR CLAYTON RESIDENTS
have choices of *LIVABLE NEIGHBORHOODS*, have *EASY MOBILITY* and enjoy *GREAT LEISURE AND CULTURAL OPPORTUNITIES*.

WE TAKE
PRIDE IN OUR CLAYTON COMMUNITY.

“Clayton – The Premier Community for Active Families”

GOALS 2017

Grow the Local Economy

Financially Responsible Town Government Providing Quality Service

Manage Growth Producing Quality Developments

Expand Leisure Opportunities and Arts Community

Beautify the Town of Clayton and Create an Arts Community

Think Downtown

POLICY AGENDA 2012

Top Priority

Grifols Project

Hospital Development

Communication Program Development

Wastewater Treatment: Nitrogen

Employee Compensation and Retention

Customer Service Policy

Sam’s Branch/Mountains to Sea Trail Greenway Project

Library Strategic Plan

High Priority

Targeted Business Attraction Strategy

Public Art/Artist in Residence Implementation

Scenic Highway Interchanges Infrastructure Plan

Program Design for River Property (Brownfields Program)

Wastewater Transmission Line to Raleigh

Neuse River Business Park Small Area Plan

Moderate Priority

Artists Workshop and Studio

Clayton Center Strategy

Use Plan for Annex Building

Employee Wellness Program

Clayton Center/Horne Church Parking Lot

MANAGEMENT AGENDA 2012

Top Priority

Webpage for Economic Development

Operational Fuel Efficiency

Long Term Technology Solution

Street Condition Assessment: Update

High Priority

Collections Practices and Procedures

Host a Statewide Conference (every other year)

Financial Plan with Five Year Projections

Small Business and Building Owner Checklist/Education

MANAGEMENT IN PROGRESS 2012

Caterpillar Expansion
Automated Meter Reading Program (2014)
Fire Staffing (6/12)
Electric Service: Public Information and Education (ongoing)
Storm Water Program (12/12)
Fire Station 3: Land Acquisition (6/13)
Risk Assessment with Industries and Transportation/Plan for High Risk (6/13)
Parks and Recreation Comprehensive Plan (9/12)
Code Enforcement (ongoing)
Banners for Downtown (ongoing)
Downtown Events (ongoing)
Front Street Extension

MAJOR PROJECTS 2012

Water Tank (6/13)

LEADER'S GUIDE

2012

SUMMARY REPORT

***Mayor and
Town Council***



***Clayton, North Carolina
March 2012***



Lyle Sumek Associates, Inc.

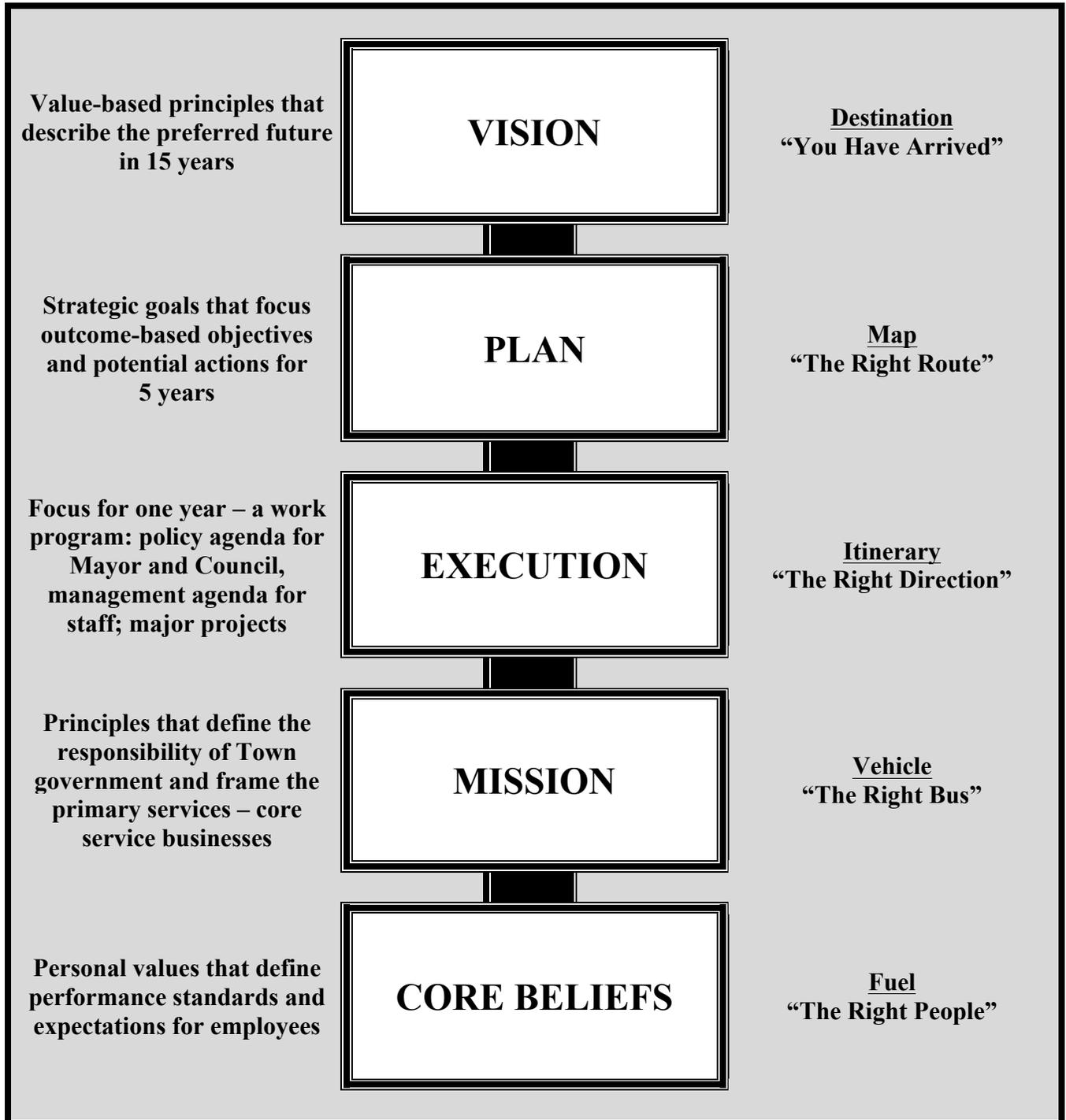
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SECTION 1

STRATEGIC PLANNING FOR THE TOWN OF CLAYTON

STRATEGIC PLANNING MODEL



SECTION 2

LOOKING TO CLAYTON'S FUTURE

Action Ideas for 2012

Mayor – Town Council Perspective

Town of Clayton

- 1. Front Street Extension**
- 2. Grifols Project**
- 3. Unified Development Ordinance**
- 4. Public Art: Next Steps**
- 5. Downtown Facade Grants: Review**
- 6. Color Palate for Downtown**
- 7. Banners for Downtown**
- 8. Transportation Plan**
- 9. Sam's Walking Trail**
- 10. Landbanking: Direction (south side for a park)**
- 11. East Clayton Park Improvements**

- 12. Compensation Policy: Direction, Funding**
- 13. River Park Development**
- 14. Assisted Living Facility**
- 15. Hospital Development**
- 16. Fire Staffing: Direction, Funding**
- 17. Dog Park 2**
- 18. Library: Needs Assessment, Best Practices, Direction**
- 19. Clayton Center: Program Review**
- 20. Street/Sidewalks Bond Package**
- 21. Street Improvement Projects**
- 22. Mountains to Sea Trail Development**
- 23. Project B: Caterpillar**
- 24. Water Tank Project**
- 25. Next Park: Direction, Acquisition**
- 26. Grease Traps: Direction**

- 27. Tax Rate: Direction**
- 28. Training for Town Employees: Direction, Funding**
- 29. Fire Station 3: Direction**
- 30. Extend Facade Grant to Corridor**
- 31. Small Area Plan for the Northside**
- 32. High Density Residential Regulations: Direction**
- 33. Financial Model: Update**
- 34. Employee Wellness Program: Update**
- 35. Wastewater Transmission Line to Raleigh**
- 36. Nitrogen Capacity**
- 37. Public Information: Expansion**
- 38. Customer Service Policy**
- 39. Collections Policy: Direction**
- 40. Backflow Prevention**
- 41. Retirement and Succession Planning**

- 42. Outreach to the Hispanic Community: Event, Communications**
- 43. Parks and Recreation Master Plan: Update**
- 44. Barber Miller Road Improvement: Design**
- 45. North Clayton Park Development**
- 46. Spinning Mill Refurbishment**
- 47. Downtown Events: Additions**
- 48. Animal Shelter/Adoption Center: Direction**
- 49. Chick-fil A: Attraction**
- 50. Electric Rates: Review, Direction**
- 51. Public Transportation Strategy and Direction**

Town of Clayton Top "15" Priorities for 2012

EXECUTIVE PERSPECTIVE

- 1. Front Street Extension**
- 2. Façade Grant Program**
- 3. Neuse Business Park Small Area Plan**
- 4. Nitrogen Alternatives**
- 5. Mountains-to-Sea Trail Phase II Development Public Access and Trail Connectivity**
- 6. Artist-in-Resident: Recommendation**
- 7. Employee Compensation and Benefits**
- 8. Use Plan for Annex Building**
- 9. Downtown Master Plan: Update and Code Revision**
- 10. Fire Operations Command Structure and Shift Supervision**

- 11. Town Staff Review: Succession, Building Organization**
- 12. Northside and Neuse River Conceptual Plan**
- 13. Parks and Recreation Master Plan**
- 14. Interlocal Agreement with Johnston County: Library**
- 15. Streets Conditions Assessment: Update**

**LOOKING TO
CLAYTON'S FUTURE
DEPARTMENTAL VIEW**

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Administration

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Hidden costs of deferred projects and equipment replacements during past 4 yrs.
- Continuing attacks on Local Government by State legislation (Annexation, environmental, revenue base.)
- The continuing growth of areas called "Clayton" that are simply NOT Clayton.
- An aging work force.

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Administration

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Extend façade grants to businesses beyond the Downtown area- notably neighborhood business and businesses/buildings within highway corridors.
- 2 Develop policies to encourage dense residential on periphery of Downtown
- 3 Small area plan - Neuse River Business and Office Park
- 4 Plan to host another state-wide event
- 5 Scattered/small projects to beautify Downtown
- 6 Further our arts agenda: projects and/or studio or workshop space. Pursue a “found art” program for small art projects.
- 7 Banners for intersections on 70-B.

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Cultural Arts

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- 982% increase in CA department output with only one added full-time staff member since opening operations. As demand for TCC services continues to increase, so does the workload per individual full-time staff member. Current need for additional staff (part-time and full-time).
- Impending need to replace TCC PPE, including lobby carpet, conference tables demonstrating heavy wear and tear, clean and renew fire retardant application of auditorium curtains, etc... As rentals continue to increase, The Clayton Center will face the challenge of increasing facility maintenance and replacement costs.
- Modernizing current AV structure to meet current industry standards, currently operating on 10-year-old technology (eg: auditorium and council projector limited to VGA input not able to adapt to DVI or HDMI—unable to project HD content such as high def cable, widescreen sources including laptops and cable TV).
- Wayfaring signage for The Clayton Center. With increased out-of-town guests, highway directional signage is necessary and justified.
- Develop plan to increase parking for activities in and around The Clayton Center. The Clayton Center rear parking lot offers 38 spaces + 4 handicap; the Town Square lot offers 33 spaces + 2 handicap. Typical shows, receptions and recurring Sunday rentals draw between 400-700 individuals at one time while also competing with other activities in the area.
- Make concrete support of artistic endeavors, attract artists and arts leaders. Define what it means to become an arts community—what is the Town's role, how is this achieved, what sets us apart from others?
- Create an attractive community for business tourism. Attract tourism resources such as hotels and establish transportation for potential tourists/clients to/from hotels and major attractions in Clayton and neighboring municipalities.

- Remain competitive and responsive to commuter needs in particular commuters to/from Triangle.
- Development of energy efficient measures and incentives for Town facilities, resources and residents. Develop quantitative goal for energy efficient improvements and plan to realize goal.
- Maintain local flavor with growth, attract and retain independent and locally owned businesses.

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Cultural Arts

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Retention of qualified full-time and part-time staff. Need to provide support and growth opportunities and maintain competitive salaries/benefits.
- 2 Continue to respond to need for support and guidance to local cultural groups including Clayton Visual Arts and Clayton Youth Theater.
- 3 Creation of 5 year plan for cultural arts department including development of partnerships and enhanced support of external cultural groups to address growing need for resources to cultural groups, help initiate and nurture new cultural arts groups, create synergy and communication between various arts organizations and support goal of becoming an arts community.
- 4 Develop plan for future public art projects through Public Art Advisory Board
- 5 Continued research and monitoring of current AV trends and opportunities to maintain competitive and effective in industry.
- 6 Development of total facility emergency procedure plan.

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Cultural Arts

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Full-time and part-time employee retention through competitive wages; need to evaluate current market wages of full-time and part-time staff.
- 2 Establish town-wide part-time pay scale.
- 3 Cultivating and retaining rental client relations. Changing role/services of conference center means conference center coordinator position allocates significant time returning calls, giving facility tours, managing beverage service, coordinating part-time event staffing and deliveries. Need for additional day-to-day staff to support increased level of service and allow coordinator more time to market and develop relations
- 4 TCC website operating on outdated platform limiting design and internal management capabilities (TCC staff can't update on current platform, only paid designer). Marketing best practices include refreshing/update look of website. Website going on 8 years old, should be refreshed for 10-year anniversary.
- 5 Marketing support for Clayton Center 10-year anniversary.
- 6 Develop internal employee incentives and recognition program to strengthen employment team, encourage retention and recruitment.
- 7 Conduct Green Audit of Town operations including emissions, chemicals, paper reductions, etc.

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Customer Service

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Completing AMR project
- Continuing to meet the growing demands of customers with limited resources
- Debt collection
- Keeping staff abreast of changes in technology
- Staff retention

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Customer Service

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Completing change out of 50w erts
- 2 AMR project
- 3 Integrating scanned documents with New World Systems
- 4 Constantly seeking to improve collections
- 5 Preplanning for implementation of E-Suites which includes on-line bill presentment and on-line bill pay
- 6 Clean-up of data from conversion in New World Systems

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Customer Service

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Implementation of E-Suites
- 2 Completion of integration of scanned documents and New World Systems
- 3 Completion of 50w ert change outs
- 4 Continued refinement of Waste Management reconciliation
- 5 Staff development

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Electrical

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Necessary Equipment Upgrades...Line Truck, Service Truck, Excavator, Backhoe and Material Handler
- Main St. Project-Oh to UG Conversion
- ECCP Project- Line service, area lighting, service for field lighting
- Hwy 42 Project- Relocation of existing facilities for widening
- Glen Laurel-Add 3/0 UG Primary, load issues
- Fuse Coordination Project
- East Village Apts- Provide Service
- Front St. Feeder Ext.
- Reconductor /South Feeder
- Backfeed to South Feeder
- Upgrade Mapping System/SCADA?
- Replace old or rotten poles, hardware, Old Garner Rd, Smithfield BBQ, etc.
- Rework Dip Poles Glen Laurel Subd.
- Continue LCDP and on Job Training of personnel
- Main St, Conversion /Planning Process

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Electrical

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 ECCP
- 2 Hwy 42, DOT holdup on R.O.W.
- 3 Fuse Coordination/ manpower and time consuming
- 4 Tree trimming/enough money allocated?
- 5 LCDP
- 6 Load Management Program
- 7 Mapping Upgrade, Scada?

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Electrical

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 ECCP,
- 2 HWY 42
- 3 Equipment replacements
- 4 Main St. Oh to Ug Conversion
- 5 Rotten Pole replacement, Smithfield BBQ and others.
- 6 Walden Woods, facilities upgrade
- 7 Heritage Court Apts.

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Finance

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Credit rating upgrade
- Funding growth and infrastructure needs
- GASB reporting proposal – 5-year P/L projection (forecast) in annual report
- Paradigm shift to Budgeting for Outcomes
- Maintaining an efficient warehouse operation
- Next Gen HR implementation

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Finance

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Elevated Water Storage Tank financing
- 2 GO Bond Sale for East Clayton Community Park
- 3 Logos.NET FM Advisory Group
- 4 NWS check request process
- 5 Departmental invoice entry pilot project
- 6 Resolution of NWS inventory system problem
- 7 Review results of mid-year physical inventory count
- 8 Develop self-evaluation performance tool

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Finance

Please list issues or projects that you would like for the town to address this next year 2012.

- | | |
|---|---------------------------------------|
| 1 | Self-evaluation for staff performance |
| 2 | Purchasing policy training |
| 3 | Financial modeling update |
| 4 | Electronic vendor payment program |

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Fire Department

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Fourth firefighter on each Engine Company
- Fire Station #3
- Public Safety Training Facilities
- Fire Station #4
- Platform Ladder Purchase
- Medical Responder Program

PROJECTS AND ISSUES IN PROGRESS
Clayton, North Carolina
February 2012

DEPARTMENT: Fire Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 24 Hour Engine Company at Station #1
- 2 Full Time shift supervision
- 3 Communications- Narrow Banding Project
- 4 Community Risk Assessment Project
- 5 NC EMT-B Certification Class with 24 staff participating

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Fire Department

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Medical Responder Program, currently we are not franchised with Johnston County for MR. However we do respond to motor vehicle incidents and at times do patient care, we respond with EMS at their request for incidents to provide additional manpower. We are one of five fire departments in the County that is not receiving any type of MR funding and is not franchised. The Riverwood satellite annexation receives this service by Archer Lodge FD. Our department members are willing to provide the MR service to the citizens in the response district. If you survey the residents in our response district it is assumed that CFD provides this service.
- 2 Rotation/Replacement of 1997 Rescue 1. Our apparatus rotation/replacement program has been deferred for three or four years. We are having problems locating replacement parts for this apparatus. The manufacture is not longer in business. There are some opportunities for a piggyback purchase with other Cities.
- 3 Rotation/Replacement for 800mz radios for Fire & Police. Radio replacement has been on hold for several budget years, the life of a good number of our radios is reaching the EOL. We have been monitoring the narrow banding and Project 25 radio changes by the FCC before making new purchases also. A replacement program should begin again for our communications program.
- 4 COOP (Continuity of Operations Plan) Update: A training exercise for all TOC Departments is planned for this year; afterwards we need to review and update the plan.
- 5 Communications Interoperability: Research and develop a plan to reduce the vulnerability to loss of voice or data in the TOC system due to weather events, building damage, computer viruses, etc. This is a part of the COOP but funding by grants of general funds could be needed.

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Human Resources

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Complete a comprehensive classification and pay study
- Working with health insurance provider, our benefits consultant and staff to evaluate our health plan to help reduce health premiums for future years.
- Succession planning to ensure continued services
- Retention and recruitment
- Improve data collection and reporting to ensure compliance with applicable laws
- Intranet for employees' access to various forms and data
- Retirement planning and support for current and retired employees
- Continue to inform employees of the importance of education, awareness, self care to improve wellness and productivity.
- Worker's Compensation – review and possible implementation of return to work policy and procedures

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Human Resources

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Performance Evaluation - I have been approached by staff to offer suggestions as to a new performance evaluation system that is primarily a self-evaluation. We are still in the review stages of this system but have determined this will not be a Town wide approach.
- 2 Recruitment improvement efforts – We (Administration Team) are in the process of seeking approval of a policy outlining the Town’s recruitment procedures. As well there will be a new hire “check list” and an “employee separation check list”.
- 3 Identify, develop and deliver training that meets State, Federal and Town of Clayton regulations.
- 4 New employee orientation – working on an “upgrade”
- 5 Policy revision or creation – Travel, food and beverage policy has been written and reviewed and is ready for disbursement and training.
- 6 Current policies and procedures are documented and communicated in a timely manner

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Human Resources

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Reinstating clerical support
- 2 Reinstatement of funding for pay increases – COLA and/or Performance Based
- 3 Reinstatement of funding for employee benefits lost due to economy. Tuition reimbursement and incentive pay.
- 4 Employee relations and benefits
- 5 Career Development Program
- 6 Pay and classification study
- 7 Personnel Policy update

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Information Technology

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Maintaining PEG Channel programming
- Continuing to meet the growing IT needs of the Town with limited resources.
- Continuing to meet the growing IT Demands of customers (external) with limited resources.
- Balancing keeping pace with changing technology with available resources and return on investment.

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Information Technology

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Completion of NWS 7.0 SP5 Upgrade
- 2 Ongoing effort to reduce communications costs for phone, cell phone, and internet.
- 3 Prep work for eSuite implementation. (Online bill payment and bill presentment.)
- 4 Planning for April NC NWS Users Group Conference to be held at Clayton Center.
- 5 PEG channel programming.
- 6 Installation of GTG module for NWS. (GIS interface)

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Information Technology

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Implement cloud computing in limited departments: library, PD, Inspections
- 2 Installation of NWS Human Resources Next Generation.
- 3 Complete test of Disaster Recovery plan.
- 4 Implementation of eSuite in NWS.
- 5 SSRS Reporting – begin writing own reports for NWS.
- 6 Redesign of Town website
- 7 Continue to increase influence over product development with NWS.

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Library

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Continue to meet the demands of Clayton citizens who have limited access to resources
- Increase community involvement to aid the new book on Clayton History, 1947-
- Market new genre of library programs
- Attract diversity in library program attendance
- Serve as source of information for upcoming Clayton events
- Extend library outreach

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Library

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Weeding out-of-date book collection
- 2 Marketing free online resources through NC Live
- 3 Reorganizing interior for better browsing & safety
- 4 Implementing more evening in-house events
- 5 Scheduling Summer Reading Program events
- 6 Streamlining library marketing to fit Town's branding
- 7 Removing shelving in Reference room to offer more community meeting space
- 8 Moving to a web-based calendar system for all library activity
- 9 Library Director serving a more active role in community events

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Library

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Library staff development and training
- 2 Establish book wholesaler for library collection development
- 3 Increase in-house adult programming
- 4 Develop library space in other facilities within the community
- 5 Transition public computers in library to cloud-based computing
- 6 Install software for public computers that will alleviate wait-times and printing errors

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Parks and Recreation

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Budget constraints
- Park land acquisition and development
- Complete phase elements at East Clayton Community Park
- Phase 2 development of indoor pool and additional gym at Community Center
- Develop additional trailhead parking for Sam's Branch Greenway and Mountains-to-Sea Trail
- Extension of Sam's Branch Greenway to Legend Park
- Renovation of Municipal Park
- Need for additional staff in athletics and maintenance departments
- Additional county involvement in developing facilities
- Acquisition of Gordon property for mountain bike trail adjacent to Legend Park
- Location and construction of maintenance facility and equipment storage
- Trails connecting Community Center to downtown and other parks
- Development of additional Dog Parks
- Competition for facilities and participants from athletic associations and YMCA

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Parks and Recreation

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Conduct update of the Parks and Recreation Comprehensive Plan
- 2 Mountains-to-Sea Trail under construction
- 3 Phase 1 construction of East Clayton Community Park
- 4 Driveway improvements at Sam's Branch Greenway
- 5 Expansion and development of the Community Garden
- 6 Continue improvements to our Rec 1 computer program
- 7 Grand opening ceremony of the East Clayton Dog Park
- 8 Emergency services plan for Sam's Branch Greenway and Mountains-to-Sea Trail
- 9 Planning for adult basketball league.
- 10 Expanding class offerings in fitness, art, and senior adults programs
Additional amenities at the East Clayton Dog Park
- 11 Partnerships with Johnston County Health Dept. and Extension Service for programs
- 12 Complete requirements to receive funds from the Parks and Recreation Trust Fund grant
- 13 Signage on Greenway and M-S-T
- 14 Planning for first summer youth sports camps in basketball and volleyball
- 15 Expansion of After School Program

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Parks and Recreation

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Completion of Phase 1 elements of East Clayton Community Park
- 2 Acquisition of property adjacent to the 79 acre future park site and other possible park sites
- 3 Develop conceptual plan for future park site on Covered Bridge Rd.
- 4 Complete additional parking for Sam's Branch Greenway and Mountains-to-Sea Trail
- 5 Resolve Parks and Rec. maintenance facility and equipment storage
- 6 Design of disc golf course at East Clayton Community Park
- 7 Resolution of the Gordon property currently being used as part of the Mountain Bike trail
- 8 Additional staffing in athletics and maintenance departments
- 9 Consider locations for possible arts projects in parks

Targets for 2012-2014

- 10 Expand soccer age groups programs to include teens and adults
- 11 Consideration of Parks and Recreation Bond package for facility construction and park acquisitions
- 12 Construct Senior Games facility to include Bocce, shuffleboard, and horseshoes in one location
- 13 A second dog park location

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Planning

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Signage regulations for electronic signs and billboards.
- Re-introduction of projects that were submitted and approved during the development boom but were negatively impacted by the economy (bad projects, partially complete projects, projects not located appropriately)
- Enhancement of the Downtown District including revitalization efforts (streetscape, parking, infill development, redevelopment, mixed-use opportunities) and infrastructure upgrades.
- Maximization of existing infrastructure to utilize capacity allocations to the greatest extent possible (growth management)
- Retention and expansion of existing major industries. Promoting Clayton as a premier destination to locate / re-locate business

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Planning

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Official Zoning / Overlay District Map update
- 2 New World - Planning Project Center modifications
- 3 New World – Parcel import and GIS interface upgrades
- 4 Clayton Community Center Pedestrian Connector
- 5 Front Street Extension
- 6 Greenway planning
- 7 Gas station signage compliance effort
- 8 New World – Zoning permit streamlining
- 9 Stallings Street Area Plan
- 10 Downtown dumpster enclosure project
- 11 Implementation of wayfinding in and to the downtown
- 12 Downtown parking development
- 13 Façade improvement program
- 14 Initiation of streetscape planning for downtown

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Planning

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Comprehensive update to signage regulations
- 2 Codify Downtown Design Guidelines (2010 Downtown Master Plan)
- 3 Parking improvements around Clayton Center

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Clayton Police Department

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- To keep the current vehicle fleet operational
- To decrease the vehicle maintenance cost. In 2011 the department saw an increase in traffic fatalities. To develop and adapt enforcement activities to help curve that trend.
- Working out issues involving the Police Stations. (Punch List)
- Parking Around Town Buildings. (Town Hall & Library)
- Parking Enforcement & Signage as the Town continues to grow.
- Officer recruitment and retention in this economy. Because we have a great deal of officers with higher education, they are more attractive to the private sector. While these officers prefer to remain in police work, they have families, and will certainly begin to look outside police work to advance their personal situations. This is true primarily because of the length of time that has passed since they have received pay raises.
- Reaccreditation in 2012. This will be the department's first reaccreditation and as such it will undoubtedly present internal challenges.
- Properly outfitting the department's tactical team. The helmets and the ballistic vests are out of date.

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Clayton Police Department

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 To keep moral high
- 2 To identify and seek out training for Supervisors.
- 3 To ensure that standard equipment that is being utilized by the officers on patrol is serviceable and is being replaced with new equipment.
- 4 To reinforce the need for the officers to issue parking tickets.
- 5 CLEC building "Punch List"
- 6 Training and educating employees on changing laws and technologies.
- 7 Reaccreditation in 2012 is a major undertaking that will require a great deal of time and attention.
- 8 Continued community involvement. The level of interaction with the department and different groups within the community is at an all time high. It is easier to achieve the initial interaction and cooperation, than it is to maintain it over time.
- 9 The traffic unit is working to replace some skill sets that have left the unit due to replacement, rotation, and promotions over time.

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Clayton Police Department

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 To encourage the officers who have not received their Intermediate or Advanced certificate to obtain the necessary education to become eligible to receive the award
 - 2 Implement a career development program
 - 3 To encourage the police officers to become more proactive in working traffic and DWI enforcement
 - 4 To identify equipment that needs to be replaced.
 - 5 To encourage the officers to conduct more foot patrol during peak times and in the downtown area.
 - 6 Employee merit raises and/or COLAs.
- Longer term projects that you would like for the town to address*
- 7 Acquire land and funding for relocation and upgrading of the police firing range.

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Public Works

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Implementation of NPDES Phase II storm water requirements
- Repair/Replace aging infrastructure – continued funding of infrastructure improvements
- Preparation for the next growth cycle
- Employee retention-increase compensation/restore incentives to reduce turnover
- Install emergency generator/ATS equipment at Town buildings and lift stations
- Restore performance pay plan for outstanding employees
- Replacement of vehicles/equipment once service life has been reached
- Complete automated water meter reading equipment installation
- SCADA system develop/install at 30 sewer lift stations & 3 elevated water storage tanks
- Sanitary sewer system Inflow & Infiltration identification/elimination
- Increased staff needs for water system sampling and sewer easement maintenance
- Additional WW treatment capacity for future needs
- Future WWTP staffing; 80% of current staff will retire in less than 10 years
- Nitrogen removal capabilities; the Town has less than 10% nitrogen reserve allocation in current permit
- Identification and permitting of future bio-solids land application sites

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Public Works

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Phase II pavement/water/sewer/storm drainage Bond Street Improvement project
- 2 Backflow/Cross-Connection program records update; increased customer participation
- 3 Complete FHWA and NCDOT records audit of the Sam's Branch Greenway project
- 4 GIS/GPS equipment update and utilization
- 5 Johnson Drive Drainage Project – Phase III
- 6 Repair/replace brick pavers in front of Hocutt-Ellington Library
- 7 Develop separate NC Public Water Supply system ID in the RWAC service area
- 8 Construction of 1 MG elevated water storage tank
- 9 Amelia Church Road master water meter relocation
- 10 Glen Laurel #1 Lift Station pump control panel replacement
- 11 Rollingwood #2 Lift Station rehabilitation and force main relocation/replacement
- 12 Ellington S/D water line relocation to existing utility easement
- 13 Starmount S/D (Phase II) Manhole Rehabilitation project

- 14 Cobblestone #1 Lift Station emergency by-pass connection installation
- 15 Neuse River #2 Lift Station odor control equipment upgrade
- 16 Animal Hospital Lift Station discharge piping replacement
- 17 Improve recruiting efforts to attract/hire staff
- 18 Town staff are currently investigating additional nitrogen removal methods
- 19 Town staff are identifying additional land application sites to permit and developing bio-solids processing/disposal alternatives
- 20 Town staff are performing preventative maintenance and monitoring equipment condition to extend useful life and predict replacement needs
- 21 Environmental assessment of E. Front Street extension project
- 22 Design firm selection for E. Front Street extension project
- 23 Design/bidding/construction of East Area Neighborhood S/W project
- 24 Traffic Calming study/project
- 25 Conduct feasibility study of N. O'Neil Street pedestrian crossing
- 26 Design/bidding/construction of Phase III Bond Street Improvement project

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Public Works

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Update GIS records for Town-owned utility infrastructure
- 2 Update CIP/develop a list of long-term infrastructure needs related to both expansion and maintenance of buildings, water/sewer, storm drainage, streets and pedestrian interconnectivity
- 3 Improve Code Enforcement – numerous areas in Town that need code enforcement (grass growing over sidewalks, bushes growing into the streets, dirt running from gravel driveways onto the street, etc.).
- 4 Initial Distribution System Evaluation Implementation (water system)
- 5 Clayton/Raleigh lift station/force main project
- 6 Identify and develop additional nitrogen removal strategies
- 7 Identify and acquire additional land application sites

MAJOR CHALLENGES

Clayton, North Carolina

February 2012

DEPARTMENT: Town Clerk

From your department's perspectives, what are the major challenges facing the town over the next 5 years?

- Finding an intern or employee to assist with scanning of the older minutes.
- Finding an intern or employee to assist with scanning agreements and contracts and forwarding e-copy to appropriate person(s) [older and current].
- Staying in the know on legislative updates.
- Recruiting citizens to participate on advisory boards.
- Keeping up with technology.
- Keeping within budget for published notices.
- Succession Planning / Deputy Town Clerk.
- Filing Space.
- Records Retention and Disposition.
- Keeping within budget for recordation of legal documents (costs determined by State Legislature)

PROJECTS AND ISSUES IN PROGRESS

Clayton, North Carolina

February 2012

DEPARTMENT: Town Clerk

Please list departmental projects or issues in progress (meaning there is work currently being done on them).

- 1 Provide notice of Council meetings.
- 2 Take and transcribe minutes of the Council.
- 3 Maintain records on behalf of the Council / Assist with public records request
- 4 Prepare documents based upon Council action – PDD Ordinance, SUP, SUB, Annexation Ordinance, Street Closure
- 5 Assist citizens with requests for items of presentation to the Council at Council meeting such as temporary street closures.
- 6 Submitting notices to the news media for publication in accordance with NC GS
- 7 Indexing Ordinances and Resolutions
- 8 When required, recordation of documents at the appropriate county ROD
- 9 New and revised ordinances submitted to publisher to update the e-version.
- 10 Maintaining History of Annexations
- 11 Maintaining spreadsheets for PDD, RZ, SUP, SUB, and Street Closures.
- 12 Reviewing published notice requirements.
- 13 Re-appointment as NC Notary Public – slated for July 2012.

- 14 2012 Records Disposition – slated for December 2012.
- 15 Scanning of the older minutes for search purposes
- 16 Scanning of agreements and contracts and forwarding e-copy
- 17 File easements, encroachments and R-O-W for Town
- 18 Keeper of deeds for Town properties
- 19 Hosting Town Hall Day – Wednesday, June 6, 2012
- 20 Assist with proclamation requests – internal and external.
- 21 By virtue of the office, keeper of Town Seal

**TARGETS FOR 2012:
SHORT-TERM ISSUES AND PROJECTS
Clayton, North Carolina
February 2012**

DEPARTMENT: Town Clerk

Please list issues or projects that you would like for the town to address this next year 2012.

- 1 Copying the current completed Minutes Volume and remitting a copy to both NC Department of Archives for microfilming and American Legal Publishing (ALP) for electronic upload.
- 2 Reviewing and rewriting job description of Town Clerk to reflect the legislative requirements of the position.
- 3 Meet with staff liaisons prior to opening citizen recruitment for Town advisory boards – June 2012.
- 4 Update (Town Clerk) Notebook of Standard Practices
- 5 Completion of term as NCAMC President (through August 2012)
- 6 Serving NCAMC as Immediate Past President (August 2012 – August 2013)
- 7 Serving as IIMC Region 3 representative when its North Carolina's turn in the rotation (either 2013 or 2015); service is a three year term; region includes NC, SC, GA, FL, and AL

SECTION 3

TOWN OF CLAYTON PLAN 2012 – 2017

Town of Clayton Goals 2017

Grow the Local Economy

**Financially Responsible Town Government
Providing Quality Service**

Manage Growth Producing Quality Developments

Expand Leisure Opportunities

**Beautify the Town of Clayton and
Expand Arts Community**

Think Downtown

Goals 2017 Worksheet

	IMPORTANCE	
	Personal	Team
1. Grow the Local Economy	9	1
2. Financially Responsible Town Government Providing Quality Service	9	2
3. Manage Growth Producing Quality Developments	21	3
4. Expand Leisure Opportunities	23	4
5. Beautify the Town of Clayton and Expand Arts Community	29	5
6. Think Downtown	35	6

GOAL 1	GROW THE LOCAL ECONOMY
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- Objectives**
1. Continuing to partner with Economic Development Organizations, Johnston County, RTRP, NC DOT, Johnston Medical Center, J CATS
 2. Build out Highway 42 West area
 3. Develop Class “A” office space
 4. Expand retail businesses – places to shop that attract non residents and residents
 5. Integrate Arts Community into economic development activities
 6. Attract new businesses consistent with Vision

- Means to Residents**
1. Clayton is a place to develop a business.
 2. More employment opportunities near home – less or no commute time.
 3. More diverse tax base, reducing pressure on residential property owners.
 4. Greater convenience for shopping and professional services.
 5. Increased choices – where to work, where to do business, where to shop.

► Challenges and Opportunities	PRIORITY
1. Positive reputation: “Business friendly Town”	6
2. Retaining and growing current businesses	5
3. Communicating Town requirements for small businesses and building owners	5
4. Strong relationship with Johnston County	4
5. Opportunities to attract related or support businesses	4
6. Land available for business development	2
7. Location for major distribution businesses	2
8. Utility capacity and nitrogen allocation	1
9. National and international economy and its impact on business investment	0
10. Competition with other communities	0

► Actions 2012		PRIORITY
1. Targeted Business Attraction Strategy <ul style="list-style-type: none"> • Profile • Package • Actions 		6
2. Small Business and Building Owner Packet and Tool Kit		6
3. Web-based Site for Economic Development <ul style="list-style-type: none"> • Survey Current Businesses • Information for Website 		6
4. Hospital Development <ul style="list-style-type: none"> • Advocacy – Inpatient Beds • Seat on the Board • Partner on “Medical Care in Clayton” and Current Program 		5
5. Incentives for Small Businesses <ul style="list-style-type: none"> • Evaluation of Options • Recommendations • Decisions: Direction 		1
6. Fats-Oils-Grease (FOG) Traps: Business Education <ul style="list-style-type: none"> • Business Chart: Size for Grease Traps • Public Education 		0
7. Grifols Project <ul style="list-style-type: none"> • Service Agreement • Service Contract • Technical Review of Service Alternatives 		Policy

► Management in Progress 2012
1. Caterpillar Expansion <ul style="list-style-type: none"> • Grant

GOAL 2	FINANCIALLY RESPONSIBLE TOWN GOVERNMENT PROVIDING QUALITY SERVICE
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- Objectives**
1. Improve bond rating
 2. Maintain fund balances and reserves consistent with Town policy
 3. Well-maintained Town infrastructure and facilities
 4. Professional, well-trained Town workforce dedicated to serving the community
 5. High level of customer satisfaction with Town services
 6. Consistently meeting or exceeding regulatory requirements and performance standards by the Town
 7. Deliver Town services in the most cost-effective manner

- Means to Residents**
1. Town services responsive to residents' needs.
 2. Timely response for a service call.
 3. Value for their tax dollars and fees.
 4. Reliable Town services.
 5. Town acting as a responsible financial steward.

► Challenges and Opportunities

	PRIORITY
1. Equity: in town vs. out of town	6
2. Actions taken by the State of North Carolina and federal governments impacting the Town of Clayton	6
3. Rise of costs to Town government: cost of service from School of Government, fuel costs, chemicals	5
4. Retaining top quality workforce with competitive compensation	5
5. Workload vs. capacity of Town staff	4
6. Funding for operations and maintenance of new facilities	2
7. Reporting data and outside mandates and regulations	1
8. Cost of training to retraining certificates and enhancing skillsets	1
9. Opportunities for good bids on Town capital projects	1
10. Aging workforce and potential upcoming retirements	0

► Actions 2012		PRIORITY
1. Long Term Technology Solution <ul style="list-style-type: none"> • Host Base: Evaluation • Decision: Direction, Funding 	6	
2. Communications Program Development <ul style="list-style-type: none"> • Evaluation • Direction 	5	
3. Plan for High Fuel Costs	5	
4. Financial Plan with Five Year Projections <ul style="list-style-type: none"> • Financial Assumptions • Financial Projections • Plan Development 	4	
5. Employee Compensation <ul style="list-style-type: none"> • Market Analysis • Decision: Salary Increases 	4	
6. Customer Service Policy <ul style="list-style-type: none"> • Evaluation • Recommendation • Decision: Direction, Action 	4	
7. Collections Policy <ul style="list-style-type: none"> • Problem Analysis • Recommendation • Decision: Direction 	4	
8. Outreach to Hispanic Community <ul style="list-style-type: none"> • Opportunities: Identification • Plan for Events 	3	
9. Animal Shelter and Adoption Center <ul style="list-style-type: none"> • Performance Evaluation • Town Participation and Role 	3	
10. Electric Service: Public Information and Education Program	2	
11. Energy Audit for Town Government <ul style="list-style-type: none"> • Vendor and Consultant Identification • Define Scope of Service • Decision: Direction, Action 	1	
12. Succession Planning and Process <ul style="list-style-type: none"> • "Best Practices" • Recommendation • Decision: Direction 	1	
13. Training for Town Employees <ul style="list-style-type: none"> • Evaluation: Needs • Recommendation • Decision: Direction, Funding 	1	

► Actions 2012 (continued)		PRIORITY
14. Public Transit Strategy <ul style="list-style-type: none"> • Analysis • Advocacy (non medical reasons) 		1
15. Storm Water Utility <ul style="list-style-type: none"> • Analysis of Options • Recommendation • Decision: Direction 		0
16. EMS <ul style="list-style-type: none"> • Evaluation • Decision: Direction 		0

► Management in Progress 2012
1. Automated Meter Reading Program
2. Fire Staffing <ul style="list-style-type: none"> • Evaluation: Command Structure • Decision, Funding
3. Financial Model: Update
4. Employee Wellness Program: Update

► Major Projects 2012
1. Water Tank

► On the Horizon 2017
1. Electric Rates
2. Classification and Compensation Study

GOAL 3	MANAGE GROWTH PRODUCING QUALITY DEVELOPMENTS
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- Objectives**
1. Plan and expand infrastructure and service capacity to support growth
 2. Plan and expand wastewater capacity – collection and treatment
 3. Assure commercial and residential properties meet code and are well-maintained
 4. Protect environmentally sensitive areas
 5. More housing units for retirees
 6. Develop neighborhoods integrating residences and neighborhood commercial areas

- Means to Residents**
1. Opportunities to find a house and move up to a new house while staying in Clayton.
 2. Reliable town services when you move into a new development.
 3. Protection of your home's property values.
 4. Safe place to live with homes and residential units meeting code.
 5. Improved infrastructure and services in older neighborhoods.

► Challenges and Opportunities	PRIORITY
1. Saying “yes” to the right projects; saying “no” to projects not consistent with the Town’s vision, goals and plans	5
2. Determining the definition of “quality development” for Clayton	5
3. Threat to the Town’s ETJ	4
4. Funding for capital projects for maintenance, upgrades and developments	4
5. Opportunities to change Town land use and development regulations	3
6. Changing housing market and developer access to the capital market	1
7. Actions by the State of North Carolina impacting growth and development	1
8. Degree of government regulation or control	0

► Actions 2012		PRIORITY
1. Wastewater Treatment: Nitrogen	<ul style="list-style-type: none"> • Alternatives Analysis • Regulations: Status 	6
2. Scenic Highway Interchanges Infrastructure Plan		5
3. Wastewater Transmission Line to Raleigh	<ul style="list-style-type: none"> • Funding Mechanism • Decision: Direction 	5
4. Street Condition Assessment	<ul style="list-style-type: none"> • Analysis • Recommendation • Decision: Direction 	5
5. Barber Mill Road West Clayton Intersection Improvements		5
6. Neuse River Business Park Small Area Plan	<ul style="list-style-type: none"> • Plan Development 	4
7. Northside Neighborhood Redevelopments Small Area Plan	<ul style="list-style-type: none"> • Plan Development 	3
8. Comprehensive Water and Sewer Needs	<ul style="list-style-type: none"> • Assessment • Plan 	3
9. Energy Audit Program (Home and Commercial)		1
10. Unified Development Ordinance: Comprehensive Review	<ul style="list-style-type: none"> A. Zoning Districts, Definitions, Development Standards (2, 3, 8) B. Articles 4 – 7 	0
11. Transportation Map Series		0
12. Wayfinding Signs	<ul style="list-style-type: none"> • Decision: Funding 	0
13. Street Conditions Assessment: Update		0

► Management in Progress 2012	
1. Storm Water Program	
2. Fire Station 3	<ul style="list-style-type: none"> • Land Acquisition

GOAL 4

EXPAND LEISURE OPPORTUNITIES

► **Objectives**

1. More developed parks, parkland and greenways
2. More arts festivals, events and galleries for showcasing national and local artists
3. Secure sufficient acreage for current and future parks and open space needs
4. Continue to develop reputation as an “Arts Community”
5. More adult athletic programs and leisure opportunities

► **Means to Residents**

1. Choices in your leisure time.
2. Convenience and time saving with leisure and recreational opportunities in Town.
3. Activities for all generations.
4. Opportunities to demonstrate your talents and products.
5. Supports an active, healthy lifestyle.

► **Challenges and Opportunities**

1. Funding for major projects and debt capacity for developing parks and acquiring land
2. Tapping the potential of the Neuse River
3. Maintaining the support and vitality of the Clayton Center
4. Defining what is a true sustainable “Arts Community”
5. Changing leisure and recreation patterns and needs
6. Working with the partnerships with sports organizations, community organizations and private organizations
7. Increasing demands for Library and Recreational programs and services

PRIORITY
6
6
5
4
2
1
0

► Actions 2012		PRIORITY
1. Clayton Center Strategic Plan <ul style="list-style-type: none"> • Program Evaluation • Market Analysis • Corporate Sponsorship • Direction 	6	
2. Community Center Phase II Program Design <ul style="list-style-type: none"> • Needs Assessment • Plan Development 	5	
3. East Clayton Community Park <ul style="list-style-type: none"> • Phase I: Open in July • Phase II: Lighting • Phase III: Pavilion, Second Bathrooms, Miracle Playground (special needs children); Funding • Phase IV: Disk Golf 	5	
4. Dog Park 2 <ul style="list-style-type: none"> • Identification: Site • Design 	4	
5. Sam's Branch/Mountains to Sea Trail Greenway Project <ul style="list-style-type: none"> • Easement for Phase II • Separation: Trail and Road Crossing • Trailhead Parking 	4	
6. Municipal Park Name: Funding <ul style="list-style-type: none"> • Direction • Decision: Funding • Decision: Naming: Veterans 	4	
7. Library Master Plan <ul style="list-style-type: none"> • Needs Assessment • Best Practice • Plan • Decision: Direction 	4	
8. Interlocal Agreement with Johnston County: Library	4	
9. Program Design for River Property <ul style="list-style-type: none"> • Design: Complete (including Amphitheater) 	3	
10. Turf Field <ul style="list-style-type: none"> • Evaluation: Use "Intensity" • Decision: Direction Funding 	2	
11. Race for Clayton	2	
12. Landbanking Policy <ul style="list-style-type: none"> • Site Evaluation: Southeast • Park: Design 	1	

► **Actions 2012 (continued)**

- 13. Mountains-to-Sea Trail
 - East Extension: Highway 42 and Beyond
 - Funding: Use and Maintenance
- 14. Parkland Acquisition

PRIORITY
1
0

GOAL 5

**BEAUTIFY THE TOWN OF CLAYTON AND
EXPAND ARTS COMMUNITY**

► **Objectives**

1. More flowers, flowering shrubs in designed landscapes and public spaces
2. Upgrade design and architectural standards
3. More attractive corridors and gateways
4. More attractive building façades
5. Development with public art throughout the Town
6. Continue to develop reputation as an “Arts Community”

► **Means to Residents**

1. Taking pride and being responsible for the appearance of Clayton.
2. Protection of property values.
3. Feeling and being safer throughout the community.
4. Attractive public space for use and enjoyment.
5. Clayton – clean, green, colorful – just a beautiful town.

► Challenges and Opportunities	PRIORITY
1. Addressing irresponsible property owners	6
2. Communicating and obtaining “buy in” with businesses and residents about community beauty and their responsibilities	5
3. Funding for public art	5
4. Redevelopment of less attractive commercial areas	5
5. Conflicting views by residents of “beauty” and “art”	3
6. Compliance with codes and level of enforcement	2
7. Funding for beautification	2
8. Personal property rights versus community benefits	1
9. “Ugly” beyond Town control or influence	1

► Actions 2012	PRIORITY
1. Public Art <ul style="list-style-type: none"> • Next Project • Funding 	6
2. Business Façade Grant Program <ul style="list-style-type: none"> • Area: Definition • Criteria: Definition • Decision: Direction 	5
3. Artist in Residence: Recommendations	5
4. Feasibility and Study: Artists Workshop and Studio <ul style="list-style-type: none"> • Conceptual Definition • Decision: Direction 	4
5. Code Enforcement <ul style="list-style-type: none"> • Evaluation • Decision: Direction 	2
6. Targeted Area Beautification Plan <ul style="list-style-type: none"> • Area: Identification • Plan: Beautification Plan • Decision: Direction, Funding 	2
7. Architectural and Design Standards <ul style="list-style-type: none"> • Concept: Definition • Standard: Recommendation • Decision: Direction, Process 	0
8. Clayton High School Beautification: Phase II <ul style="list-style-type: none"> • Design: Completed • Decision: Direction, Funding • Agreements with Schools 	0

GOAL 6

THINK DOWNTOWN

► Objectives

1. More attractive buildings with property owners taking responsibility for maintenance
2. Expand outside events and festivals
3. Leverage Town incentives to stimulate more private sector investment in Downtown
4. Enjoy diverse entertainment venues
5. Increase number of residential units, more people residing in Central Business District

► Means to Residents

1. Downtown is an option for leisure time.
2. Fun things to do in downtown.
3. Convenient shopping in quality retail businesses.
4. A downtown where you take guests.
5. Going to downtown for events, festivals and services.

► Challenges and Opportunities

1. Increasing residential opportunities in Downtown
2. Becoming a true “destination” for residents and visitors
3. Continuing to beautify Downtown
4. Owners investing into their buildings
5. Seven days a week Downtown
6. Increasing entertainment opportunities
7. Changing the mix of businesses
8. Non Town owned facilities: Telephone, Cable
9. Underutilized areas: open spaces, behind buildings
10. Solid waste: dumpsters, trash cans

PRIORITY
6
5
5
5
4
3
2
2
2
1

► Actions 2012		PRIORITY
1. Host a Statewide Conference (every other year)	<ul style="list-style-type: none"> • Identify Opportunities • Secure Commitment 	6
2. Use Plan for Annex Building	<ul style="list-style-type: none"> • Analysis: Options • Plan: Design • Decision: Direction 	6
3. Parking Lot for Clayton Center	<ul style="list-style-type: none"> • Evaluation • Plan • Decision: Direction 	5
4. Downtown Events	<ul style="list-style-type: none"> • Identification: Opportunities, Partners • Decision: Direction 	4
5. Downtown Master Plan: Update and Code Revision	<ul style="list-style-type: none"> • Scope of Work • Plan: Update 	3
6. Color Palate for Downtown	<ul style="list-style-type: none"> • Definition: Concept • Palate: Development 	1
7. Undergrounding Utilities	<ul style="list-style-type: none"> • Funding • 	0
8. Front Street Extension	<ul style="list-style-type: none"> • Development Agreement • Development Agreement for ROW (South) • Warrant Study for Signal • Design 	Mgmt

► Management in Progress 2012
1. Banners for Downtown

SECTION 4

TOWN OF CLAYTON STRATEGIC PLAN 2012 – 2017: REVISED

STRATEGIC PLANNING FOR THE TOWN OF CLAYTON

Strategic Planning Model for the Town of Clayton

Value-based principles that describe the preferred future in 15 years

VISION

**Destination
“You Have Arrived”**

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

**Map
“The Right Route”**

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

EXECUTION

**Itinerary
“The Right Direction”**

Principles that define the responsibility of town government and frame the primary services – core service businesses

MISSION

**Vehicle
“The Right Bus”**

Personal values that define performance standards and expectations for employees

CORE BELIEFS

**Fuel
“The Right People”**

CLAYTON VISION 2025

Town of Clayton Vision 2025

CLAYTON 2025 IS

**a *BEAUTIFUL TOWN*⁽¹⁾ with a *UNIQUE, ALIVE DOWNTOWN*,⁽²⁾
a *GROWING ECONOMY*⁽³⁾ and a reputation as an *ARTS COMMUNITY*.⁽⁴⁾**

OUR CLAYTON RESIDENTS

**have choices of *LIVABLE NEIGHBORHOODS*⁽⁵⁾ have *EASY MOBILITY*⁽⁶⁾
and enjoy *GREAT LEISURE AND CULTURAL OPPORTUNITIES*.⁽⁷⁾**

WE TAKE

***PRIDE IN OUR CLAYTON COMMUNITY*.⁽⁸⁾**

“Clayton – The Premier Community for Active Families”

Clayton Vision 2025

PRINCIPLE 1

BEAUTIFUL TOWN

► Means

1. Well-designed, maintained and landscaped properties – public and private
2. Well-designed and well-maintained streetscapes, parks and public spaces
3. Beautiful natural Neuse River with public access for enjoyment
4. Public art throughout the town
5. Attractive gateways and corridors that distinguish Clayton
6. Distinctive commercial development and buildings reflective of Clayton's architectural character

PRINCIPLE 2

UNIQUE, ALIVE DOWNTOWN

► Means

1. Convenient access and parking in Downtown
2. Choices of quality restaurants
3. Entertainment venues for fun things to do during day and evening, such as jazz club, piano bar, supper club, theater
4. Beautiful streetscape and attractive buildings with nice façades, including water feature and public art
5. Strong link to the cultural arts with quality galleries displaying local artists
6. Open green areas with outdoor programming space for concerts, Farmer's Market, etc.
7. Rail station or public transit stop for connection to the region

PRINCIPLE 3

GROWING ECONOMY

► Means

1. Strong bio pharmaceutical businesses and support businesses
2. Major distribution center for goods and products, logistics and supply chain management businesses and activities
3. Quality medical and healthcare services, including a hospital, outpatient clinic(s), rehabilitation facility(ies)
4. Assisted living facility with progressive care for seniors
5. Class "A" office space in Downtown and along corridors
6. Major manufacturing businesses

PRINCIPLE 4

ARTS COMMUNITY

► Means

1. Development of an “artist colony” – a place to produce art and sell to the public
2. Performance arts venues including Clayton Center and Amphitheater
3. Juried arts fair drawing national artists to display and sell their works
4. Arts festivals and events throughout the year
5. Public art displayed Downtown and throughout the community
6. Percent for art policy

PRINCIPLE 5

LIVABLE NEIGHBORHOODS

► Means

1. Neighborhoods designed to have minimal impact on the natural resources and with a concern about the environment
2. Availability of neighborhood amenities including parks, playground equipment, pools, tennis courts, gathering places, etc.
3. Community schools with quality educational programs
4. Strong neighborhood associations taking responsibility for their neighborhoods, encouraging neighbors to help neighbors
5. Open spaces with trees, shrubs and flowers
6. Walkable neighborhood retail shopping and services

PRINCIPLE 6

EASY MOBILITY

► Means

1. Well-designed, well-maintained streets, major state highways, sidewalks and multiuse trails
2. Multiuse trails connecting neighborhoods and community destinations
3. Efficient traffic flow within the Town with local street connectivity
4. Transportation link to other destinations with a Downtown station in Clayton
5. Local public transportation connecting community destinations
6. Opportunities to use alternative modes of transportation

PRINCIPLE 7
GREAT LEISURE AND
CULTURAL OPPORTUNITIES

► **Means**

1. Mountains to Sea Trail and multi-use trails for walking and biking that connect neighborhoods and parks and natural resources
2. Community parks with a wide range of venues for a variety of activities (traditional parks, dog park, disc golf, skate park, casting pond, etc.) tailored to meet community needs
3. Public access and activities along the Neuse River
4. Performances at the Clayton Center, amphitheater and other venues
5. Sport complexes for recreation and tournament use
6. Partnering for leisure with governments, sports and community organizations

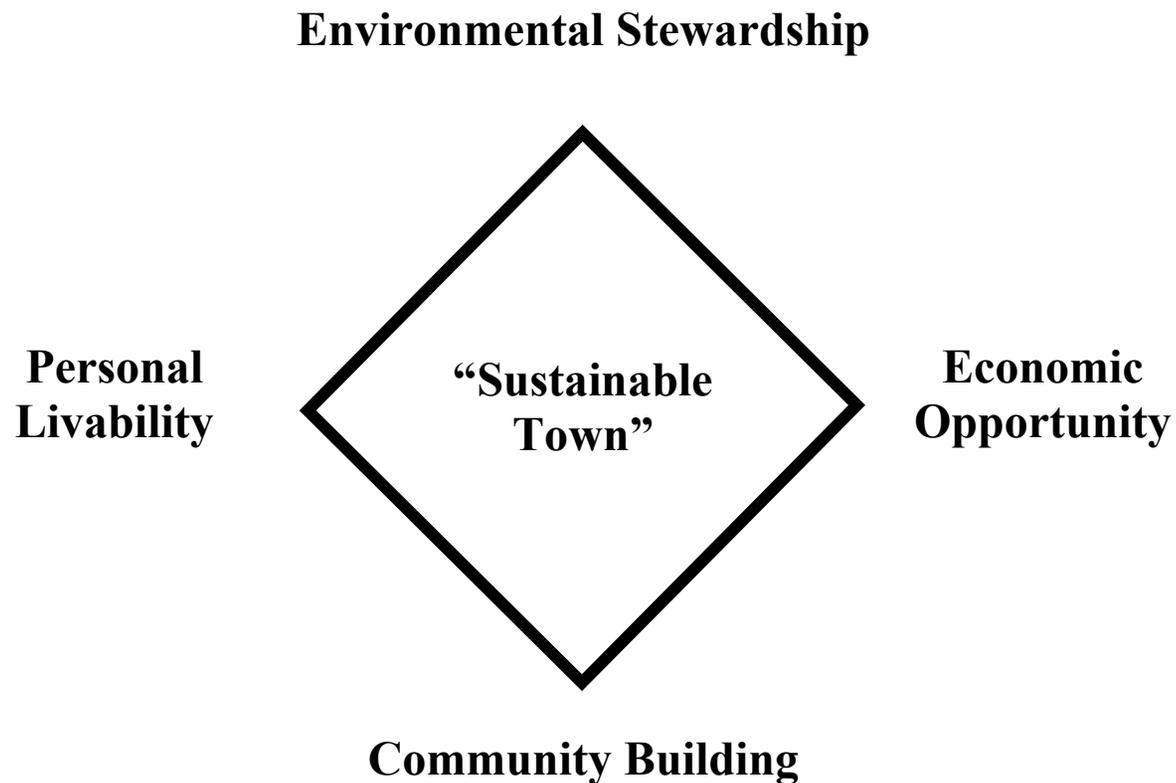
PRINCIPLE 8
PRIDE IN OUR CLAYTON
COMMUNITY

► **Means**

1. Distinctive identity as the Town of Clayton
2. Newcomers becoming part of the Clayton community
3. Citizens and businesses taking responsibility for and contributing to the community
4. Strong community events and festivals pulling people together
5. Citizens feeling safe, secure and comfortable
6. Strong civic and community services and faith-based organizations collaborating for the benefit of the Clayton community

CLAYTON: A SUSTAINABLE TOWN

Town of Clayton: A Sustainable Community



Town of Clayton ***Personal Livability means***

Friendly, caring people

Feeling safe and secure anywhere, anytime

Affordability

Reliable Town services for daily living, quality of life

Partnership in excellent schools and educational programs

Residents' involvement and contributions

Beautiful Town and inviting spaces

Easy movement and access to major highways

Amenities to enjoy an active lifestyle (e.g. golf courses, parks, river, etc.)

Arts of all types

Town of Clayton Environmental Stewardship means

Clean Neuse River with public access

Trees

Energy conservation

Model recycling program

Stormwater management with natural treatment

Watershed protection

Quality discharge from wastewater treatment

Protection of wildlife

Built environment designed with natural resources and environment in mind

Preservation of natural areas

Town of Clayton Economic Opportunity means

Medical and healthcare businesses

Biomedical businesses

Research and development businesses

Manufacturing

Distribution center

Class "A" office space

Infrastructure to support economic expansion

Commercial development along major corridors (Highway 70, Highway 70 Bypass, Highway 42)

Community for retirees

Arts community

Town of Clayton Community Building means

Volunteerism

Residents and businesses contributing to the community

Community gathering places

Strong community events and festivals with high level of resident participation

Residents having the opportunity to get involved in shaping Clayton's future

Easy access to community and Town information

Town leadership and outreach

Faith institutions working together

Community organizations working together

Passion for the Clayton community

TOWN OF CLAYTON MISSION

Town of Clayton Our Mission

**The Town of Clayton provides
*QUALITY MUNICIPAL SERVICES IN A COST-EFFECTIVE
MANNER,^(A) PLANS AND MANAGES FUTURE GROWTH AND
DEVELOPMENT^(B) while FOCUSING ON THE CUSTOMER.^(C)***

**The Town of Clayton is
*FINANCIALLY RESPONSIBLE^(D) and operates with the
HIGHEST ETHICAL STANDARDS.^(E)***

**The Town of Clayton
*WORKS AS A TEAM,^(F) ENGAGES CITIZENS, PARTNERS WITH
THE COMMUNITY^(G) and is recognized as a REGIONAL LEADER.^(H)***

Our Mission

PRINCIPLE A

QUALITY MUNICIPAL SERVICES IN A COST-EFFECTIVE MANNER

► Means

1. Responding to Citizen and Community Needs
2. Having Knowledge of “Best Practices” and their Application to the Town of Clayton
3. Employees Always Looking for More Efficient and Better Ways to Provide the Service
4. Knowing the Costs of Providing the Service
5. Being Consistent and Equitable in the Delivery of Services
6. Effectively Using Technology to Deliver Services
7. Having Services Where Appropriate Delivered through Contracts with Emphasis on Locally Based Private Sector of Community Organizations
8. Having Well Designed, Well Built and Well Maintained Public Infrastructure and Facilities
9. Thinking Creatively, Taking Innovative Actions
10. Providing Reliable Services that Add Value to Citizens’ Lives, and Providing Timely Emergency Response

PRINCIPLE B

PLANS AND MANAGES FUTURE GROWTH AND DEVELOPMENT

► Means

1. Planning and Installing Quality Infrastructure to Support Growth
2. Maintaining Predictable Land Uses and Processes
3. Protecting Natural Resources and Environmental Quality
4. Planning and Managing Traffic Flow
5. Establishing and Enforcing Standards for Developments and Public Infrastructure
6. Promoting and Supporting Economic Growth
7. Creating Neighborhoods and Commercial Areas with Sustainable Value
8. Setting Standards and Guidelines for Design
9. Encouraging Infill and Mixed Use Developments

PRINCIPLE C

FOCUSING ON THE CUSTOMER

► Means

1. Listening to, Understanding and Anticipating the Customer – their Needs, Expectations and Concerns
2. Looking for Ways to Say “Yes,” Taking Time to Explain a “No”
3. Providing a Direct, Complete Answer to Questions
4. Being Accountable for the Results and Outcomes
5. Treating Others with Respect
6. Being Bilingual
7. Surveying the Level of Customer Satisfaction
8. Evaluating Results, Seeking Feedback, Learning and Improving for Next Time
9. Taking Pride, Putting Your Name on the Product or Service

PRINCIPLE D

FINANCIALLY RESPONSIBLE

► Means

1. Investing in Clayton's Future – Return is Better Community Adding Value to Lives of Citizens
2. Being Sensitive to Passing Costs to Citizens
3. Having Decisions and Resource Allocation Consistent with Vision, Goals and Priorities
4. Maintaining Low Debt Services
5. Having Adequate Resources to Support Defined Services and Service Levels
6. Having Adequate Funding for Operation and Maintenance of Public Infrastructure and Facilities
7. Having Reserves Consistent with Financial Policies and Guidelines
8. Having Users Paying Costs of Service
9. Leveraging Town Resources through Grants, Partnering with Other Governments and Community Organizations

PRINCIPLE E

HIGHEST ETHICAL STANDARDS

► Means

1. Being Honest
2. Having No Conflict of Interests – Real or Perceived
3. Being Above Reproach
4. Being Open to Others' Ideas and Input
5. Delivering on Your Commitments in a Timely Manner
6. Being Fair and Equitable
7. Acting with Integrity
8. Having an Open Government that is Transparent to the Community
9. Building Relationships Based Upon Mutual Trust

PRINCIPLE F

WORKS AS A TEAM

► Means

1. Focusing on Vision 2025, Goals 2017 and Priorities for 2012
2. Maintaining a High Trust Level: Mayor and Council Town Management, Employees
3. Respecting Roles and Responsibilities
4. Having Open Debate on Issues
5. Making Decisions that are Based Upon what is Best for the Town – No Personal Agendas
6. Active Negotiations Looking for a Compromise
7. Providing Timely, Complete Communications and Information Sharing
8. Being Loyal to the Team – the Town and the Government Institution
9. Present a Positive Image for Clayton and the Town Government

PRINCIPLE G

ENGAGES CITIZENS, PARTNERS WITH COMMUNITY

► Means

1. Having Citizens and Partners Well Informed on Town, Civic and Community Affairs
2. Citizens Having Easy Access to Information and Services
3. Citizens Appropriately Involved in the Town's Governance Process
4. Developing and Maintaining Positive Relationships with Community Organizations and Businesses
5. Mutual Sharing of Resources Among Partners
6. Acting in the Best Interest of Clayton
7. Involving Citizens in Shaping Plans, Policies and Decisions
8. Citizens Sharing Responsibility in Creating a Safe Town with a Hometown Feeling
9. Community Organizations and Businesses Contributing Resources and Connected with the Town

PRINCIPLE H

REGIONAL LEADER

► Means

1. Positive Working Relations with Johnston and Neighboring Counties, Schools and Other Municipalities
2. Being Strong Advocate for the Interests of Clayton
3. Obtaining Grants and Resources – Return of Tax Dollars back to Clayton
4. Collaborating with Regional Partners to Solve Problems and Plan the Future
5. Being at the Table when Regional Decisions are Made
6. Identifying Critical Regional Issues and Partnerships
7. Developing and Maintaining Positive Working Relations with State of North Carolina, and the Federal Government

TOWN OF CLAYTON CORE BELIEFS

Town of Clayton Core Beliefs

- **Teamwork and Partnering**
- **Planning Your Work**
- **Quality Results**
- **Open Communications**
- **Stewardship of Public Dollars**
- **Responsibility for Your Actions**
- **Friendly Service**
- **Personal Integrity**

Core Beliefs – Definition

BELIEF 1

TEAMWORK AND PARTNERING

► Means

1. Listen and Learn What Other Parties Expect
2. Work Cooperatively with Other Groups to Achieve Mutual Benefit
3. Help Each Other; Provide Help; Ask for Help When You Need It
4. Look Beyond Your Job, Improve the Total Operation

BELIEF 2

PLANNING YOUR WORK

► Means

1. Think Long-Term – Our Goals, Our Services
2. Plan Your Daily Work Activities, Connect Task to Goals
3. Anticipate Likely Results
4. Focus on Goals, Not Problems

BELIEF 3

QUALITY RESULTS

► Means

1. Put Your Name on the Results – Be Proud of Your Results
2. Evaluate Your Job and Results – Look For Ways to Improve
3. Do the Job Once, Do it Right
4. Do the Job to the Best of Your Abilities

BELIEF 4

OPEN COMMUNICATIONS

► Means

1. Keep People Informed – What You Are Doing; Why You are Doing It
2. Be Open and Direct
3. Provide Feedback – Do Not Criticize, Look for Solutions
4. Identify Problems and Opportunities – Communicate Them Early

BELIEF 5

STEWARDSHIP OF PUBLIC DOLLARS

► Means

1. Treat Equipment and Materials as if You Are Responsible for Replacing Them
2. Be Responsible for Use of Public Funds
3. Look for Efficiencies, More Cost-Effective Ways of Operating
4. Recognize that Dollars Are Not Unlimited – Provide Value to the Citizens

BELIEF 6

RESPONSIBILITY FOR YOUR ACTIONS

► Means

1. Be Responsible for Your Job – Never Say, “It is Not My Job”
2. Own Up to Mistakes, Take Time to Learn
3. Set High, Reasonable Standards for Your Group and Yourself
4. Leave it Better Than You Found It

BELIEF 7

FRIENDLY SERVICES

► Means

1. Respond to Citizens: Their Questions, Their Requests and Follow Up
2. Be Sensitive to the Needs of Citizens and Your Fellow Employees
3. Act in a Courteous, Friendly, Polite Manner
4. Take Time to Explain Things to Those You Are Serving

BELIEF 8

PERSONAL INTEGRITY

► Means

1. Be Honest
2. Be Consistent in Your Words, Your Actions
3. Be Loyal to the Town
4. Act in a "Professional" Manner – Display a Sense of Ethics

TOWN OF CLAYTON PLAN 2012 – 2017

Town of Clayton Goals 2017

Grow the Local Economy

**Financially Responsible Town Government
Providing Quality Service**

Manage Growth Producing Quality Developments

Expand Leisure Opportunities and Arts Community

Beautify the Town of Clayton and Create an Arts Community

Think Downtown

Goal 1

Grow the Local Economy

OBJECTIVES

1. Continuing to partner with Economic Development Organizations, Johnston County, RTRP, NC DOT, Johnston Medical Center, J CATS
2. Build out Highway 42 West area
3. Develop Class "A" office space
4. Expand retail businesses – places to shop that attract non residents and residents
5. Integrate Arts Community into economic development activities
6. Attract new businesses consistent with Vision

MEANS TO CITIZENS

1. Clayton is a place to develop a business.
2. More employment opportunities near home – less or no commute time.
3. More diverse tax base, reducing pressure on residential property owners.
4. Greater convenience for shopping and professional services.
5. Increased choices – where to work, where to do business, where to shop.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Positive reputation: "Business friendly Town"
2. Retaining and growing current businesses
3. Communicating Town requirements for small businesses and building owners
4. Strong relationship with Johnston County
5. Opportunities to attract related or support businesses

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Land available for business development
2. Location for major distribution businesses
3. Utility capacity and nitrogen allocation
4. National and international economy and its impact on business investment
5. Competition with other communities

POLICY ACTIONS 2012

- | | PRIORITY |
|--|-----------------|
| 1. Grifols Project <ul style="list-style-type: none">• Service Contract: Review• Decision: Service Agreement | Top Priority |
| 2. Hospital Development <ul style="list-style-type: none">• Advocacy – Inpatient Beds• Seat on the Board• Partner on “Medical Care in Clayton” and Current Program | Top Priority |
| 3. Targeted Business Attraction Strategy | High Priority |
| 4. Strategic Evaluation of Development Approval | |

MANAGEMENT ACTIONS 2012

- | | PRIORITY |
|--|-----------------|
| 1. Webpage for Economic Development <ul style="list-style-type: none">• Survey Current Businesses• Information for Website | Top Priority |
| 2. Small Business and Building Owner Checklist/Education <ul style="list-style-type: none">A. Small BusinessB. Fats – Oils – Grease | High Priority |

MANAGEMENT IN PROGRESS 2012

1. Caterpillar Expansion
 - Grant: Formal Applicant (6/12)
 - Utility, Road Project (3/13)

ON THE HORIZON 2013 – 2017

1. Incentives for Small Businesses
 - Evaluation of Options
 - Recommendations
 - Decisions: Direction

Goal 2

Financially Responsible Town Government Providing Quality Service

OBJECTIVES

1. Improve bond rating
2. Exceed compliance with financial policy guidelines: reserves, debt management, fund balances
3. Well-maintained Town infrastructure and facilities
4. Professional, well-trained Town workforce dedicated to serving the community
5. High level of customer satisfaction with Town services
6. Consistently meeting or exceeding regulatory requirements and performance standards by the Town
7. Deliver Town services in the most cost-effective manner

MEANS TO RESIDENTS

1. Town services responsive to residents' needs.
2. Timely response for a service call.
3. Value for their tax dollars and fees.
4. Reliable Town services.
5. Town acting as a responsible financial steward.

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Equity: in town vs. out of town
2. Actions taken by the State of North Carolina and federal governments impacting the Town of Clayton
3. Rise of costs to Town government: cost of service from School of Government, fuel costs, chemicals, outsourced/contracted service
4. Retaining top quality workforce with competitive compensation
5. Workload vs. capacity of Town staff
6. International and national economies impacting financial market

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding for operations and maintenance of new facilities
2. Reporting data and outside mandates and regulations
3. Cost of training to retraining certificates and enhancing skillsets
4. Opportunities for good bids on Town capital projects
5. Aging workforce and potential upcoming retirements

POLICY ACTIONS 2012

	PRIORITY
1. Communication Program Development	Top Priority
2. Employee Compensation and Retention	Top Priority
3. Customer Service Policy	Top Priority
4. Employee Wellness Program	Moderate

MANAGEMENT ACTIONS 2012

	PRIORITY
1. Long Term Technology Solution	Top Priority
2. Operational Fuel Efficiency	Top Priority
3. Financial Plan with Five Year Projections	High Priority
4. Collections Practices and Procedures	High Priority

MANAGEMENT IN PROGRESS 2012

1. Automated Meter Reading (2014)
2. Fire Staffing (6/12)
3. Electric Service: Public Information and Education (ongoing)

MAJOR PROJECTS 2012

1. Water Tank (6/13)

ON THE HORIZON 2013 – 2017

1. Outreach to Hispanic Community
2. Animal Shelter and Adoption Center
3. Energy Audit for Town Government
4. Succession Planning and Process
5. Training for town Employees
6. Public Transit Strategy
7. Storm Water Utility
8. Medical Responder Program (Fire Department)
9. Electric Rates
10. Classification and Compensation Study
11. Water/Sewer Rates

Goal 3

Manage Growth Producing Quality Developments

OBJECTIVES

1. Plan and expand infrastructure and service capacity to support growth: water, sewers, roads, stormwater management
2. Assure commercial and residential properties meet code and are well-maintained
3. Protect environmentally sensitive areas
4. More housing units for retirees
5. Develop neighborhoods integrating residences and neighborhood commercial areas

MEANS TO RESIDENTS

1. Opportunities to find a house and move up to a new house while staying in Clayton.
2. Reliable town services when you move into a new development.
3. Protection of your home's property values.
4. Safe place to live with homes and residential units meeting code.
5. Improved infrastructure and services in older neighborhoods.

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Saying “yes” to the right projects; saying “no” to projects no consistent with the Town’s vision, goals and plans
2. Determining the definition of “quality development”
3. Threat to the Town’s ETJ
4. Funding for capital projects for maintenance, upgrades and developments
5. Maintaining long-term view on projects with multi-year buildout
6. Reality vs. perception of development process – “people will be unhappy”

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Opportunities to change Town land use and development regulations
2. Changing housing market and developer access to the capital market
3. Actions by the State of North Carolina impacting growth and development
4. Degree of government regulation or control

POLICY ACTIONS 2012

- | | PRIORITY | |
|--|---|---------------|
| 1. Wastewater Treatment: Nitrogen Alternatives | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Scenic Highway Interchanges Infrastructure Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Wastewater Transmission Line to Raleigh | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Neuse River Business Park Small Area Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 5. Strategic Infrastructure Assessment and Action Plan | | |
| 6. Unified Development Ordinance | | |

MANAGEMENT ACTIONS 2012

- | | PRIORITY | |
|--|--|--------------|
| 1. Street Condition Assessment: Update | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |

MANAGEMENT IN PROGRESS 2012

1. Storm Water Program (12/12)
2. Fire Station 3: Land Acquisition (6/13)
3. Risk Assessment with Industries and Transportation/Plan for High Risk (6/13)

ON THE HORIZON 2013 – 2017

1. Street Bond Package
2. Barber Mill Road West Clayton Intersection Improvement
3. Northside Neighborhood Redevelopment Small Area Plan
4. Comprehensive Water and Sewer Needs
 - Assessment
 - Plan
5. Energy Audit Program (Home and Commercial)
6. Transportation Map Series
7. Wayfinding Signs: Decision on Funding

Goal 4

Expand Leisure Opportunities and Arts Community

OBJECTIVES

1. More developed parks, parkland and greenways
2. More festivals, events and galleries for showcasing national and local artists
3. Secure sufficient acreage for current and future parks and open space needs
4. More adult programs and leisure opportunities

MEANS TO CITIZENS

1. Choices in your leisure time.
2. Convenience and time saving with leisure and recreational opportunities in Town.
3. Activities for all generations.
4. Opportunities to demonstrate your talents and products.
5. Supports an active, healthy lifestyle.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding for major projects and debt capacity for developing parks and acquiring land
2. Tapping the potential of the Neuse River
3. Maintaining the support and vitality of the Clayton Center
4. Expiration of existing agreement with Johnson County Library
5. Increasing and changing demands for Library and Recreational programs and services

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Changing leisure and recreation patterns and needs
2. Working with the partnerships with sports organizations, community organizations and private organizations

POLICY ACTIONS 2012

- | | PRIORITY | |
|---|---|---------------|
| 1. Sam's Branch/Mountains to Sea Trail Greenway Project <ul style="list-style-type: none">• Easement for Phase II• Separation: Trail and Road Crossing• Trailhead Parking | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Library Strategic Plan | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Program Design for River Property (Brownfields Program) | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Clayton Center Strategy | <table border="1"><tr><td>Moderate</td></tr></table> | Moderate |
| Moderate | | |
| 5. Community Center Phase II Program Design | | |
| 6. East Clayton Community Park: Phase II | | |
| 7. Municipal Park: Name | | |
| 8. Interlocal Agreement with Johnston County Library | | |
| 9. Johnston County Library Board Representation | | |

MANAGEMENT IN PROGRESS 2012

1. Parks and Recreation Comprehensive Plan (9/12)

ON THE HORIZON 2013 – 2017

1. Municipal Park
2. Library Facility Evaluation
3. East Clayton Community Park: Phase III (Pavilion, Second Bathroom), Phase IV Disc Golf
4. Turf Field
5. Race for Clayton
6. Landbanking Policy
7. Mountains-to-Sea Trail
8. Parkland Acquisition
9. Dog Park 2

Goal 5

Beautify the Town of Clayton and Create an Arts Community

OBJECTIVES

1. More flowers, flowering shrubs in designed landscapes and public spaces
2. Upgrade design and architectural standards
3. More attractive corridors and gateways
4. More attractive building façades in Downtown
5. Development with public art throughout the Town
6. Continue to develop reputation as an “Arts Community”

MEANS TO CITIZENS

1. Taking pride and being responsible for the appearance of Clayton.
2. Protection of property values.
3. Feeling and being safer throughout the community.
4. Attractive public space for use and enjoyment.
5. Clayton – clean, green, colorful – just a beautiful town.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Addressing irresponsible property owners
2. Communicating and obtaining “buy in” with businesses and residents about community beauty and their responsibilities
3. Funding for public art
4. Redevelopment of less attractive commercial areas

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Conflicting views by residents of “beauty” and “art”
2. Compliance with codes and level of enforcement
3. Funding for beautification
4. Personal property rights versus community benefits
5. “Ugly” beyond Town control or influence

POLICY ACTIONS 2012

1. Public Art/Artist in Residence Implementation
2. Artists Workshop and Studio
3. Business Façade Grant Program

PRIORITY

High Priority

Moderate

MANAGEMENT IN PROGRESS 2012

1. Code Enforcement (ongoing)

ON THE HORIZON 2013 – 2017

1. Targeted Area Beautification Plan
2. Architectural and Design Standards
3. Clayton High School Beautification: Phase II

Goal 6

Think Downtown

OBJECTIVES

1. More attractive buildings with property owners taking responsibility for maintenance
2. Expand outside events and festivals
3. Leverage Town incentives to stimulate more private sector investment in Downtown
4. Enjoy diverse entertainment venues
5. Increase number of residential units, more people residing in Central Business District
6. More attractive public spaces: parking, streetscape, etc.

MEANS TO CITIZENS

1. Downtown is an option for leisure time.
2. Fun things to do in downtown.
3. Convenient shopping in quality retail businesses.
4. A downtown where you take guests.
5. Going to downtown for events, festivals and services.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Increasing residential opportunities in Downtown
2. Becoming a true “destination” for residents and visitors
3. Continuing to beautify Downtown
4. Owners investing into their buildings
5. Seven days a week Downtown

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Increasing entertainment opportunities
2. Changing the mix of businesses
3. Non Town owned utilities: Telephone, Cable
4. Underutilized areas: open spaces, behind buildings
5. Solid waste: dumpsters, trash cans

POLICY ACTIONS 2012

- | | PRIORITY | |
|--|--|----------|
| 1. Use Plan for Annex Building | <table border="1"><tr><td>Moderate</td></tr></table> | Moderate |
| Moderate | | |
| 2. Clayton Center/Horne Church Parking Lot | <table border="1"><tr><td>Moderate</td></tr></table> | Moderate |
| Moderate | | |

MANAGEMENT ACTIONS 2012

- | | PRIORITY | |
|---|---|---------------|
| 1. Host a Statewide Conference (every other year) | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

MANAGEMENT IN PROGRESS 2012

1. Banners for Downtown (ongoing)
2. Downtown Events (ongoing)
3. Front Street Extension
 - Development Agreement
 - Development Agreement for ROW (South)
 - Warrant Study for Signal
 - Design
 - Utility System Expansion

ON THE HORIZON 2013 – 2017

1. Parking Lot for Clayton Center
2. Downtown Master Plan: Update and Code Revision
3. Color Palate for Downtown
4. Underground Utilities: Funding

SECTION 5

TOWN OF CLAYTON ACTION AGENDA 2012

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the Council; or needs a major funding decision by the Council; or an issue that needs Council leadership by the governing body in the community; or with other governmental bodies (county government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the Council has set the overall direction and provided initial funding (e.g. phased project), may require further Council action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system)-questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which Council has set the direction, needs staff work before going to Council for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the Council.

MAJOR PROJECT –

a capital project funded in the CIP or by Council action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the Council but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward-it depends on them.

Town of Clayton Policy Agenda 2012

TOP PRIORITY

Grifols Project
Hospital Development: Inpatient Beds
Communication Program Development
Wastewater Treatment: Nitrogen
Employee Compensation and Retention
Customer Service Policy
Sam's Branch/Mountains to Sea Trail Greenway Project
Library Strategic Plan

HIGH PRIORITY

Targeted Business Attraction Strategy
Public Art/Artist in Residence Implementation
Scenic Highway Interchanges Infrastructure Plan
Program Design for River Property (Brownfields Program)
Wastewater Transmission Line to Raleigh
Neuse River Business Park Small Area Plan

MODERATE PRIORITY

Artists Workshop and Studio
Clayton Center Strategy
Use Plan for Annex Building
Employee Wellness Program
Clayton Center/Horne Church Parking Lot

Town of Clayton Policy Agenda 2012

POLICY ACTIONS		PRIORITY		
		Top	High	Mod
1.	Grifols Project	6	-	-
2.	Hospital Development: Inpatient Beds	5	-	-
3.	Communication Program Development	5	-	-
4.	Wastewater Treatment: Nitrogen Alternatives	5	-	-
5.	Employee Compensation and Retention	4	-	-
6.	Customer Service Policy	4	-	-
7.	Sam's Branch/Mountains to Sea Trail Greenway Project	4	-	-
8.	Library Strategic Plan	4	-	-
9.	Targeted Business Attraction Strategy	1	4	-
10.	Public Art/Artist in Residence Implementation	3	6	-
11.	Scenic Highway Interchanges Infrastructure Plan	3	5	-
12.	Program Design for River Property (Brownfields Program)	2	5	-
13.	Wastewater Transmission Line to Raleigh	2	4	-
14.	Neuse River Business Park Small Area Plan	1	4	-
15.	Artists Workshop and Studio	3	-	5
16.	Clayton Center Strategy	2	3	4
17.	Use Plan for Annex Building	1	-	4
18.	Employee Wellness Program	-	1	4
19.	Clayton Center/Horne Church Parking Lot	-	-	4
21.	Strategic Infrastructure Assessment and Action Plan	2	2	1
28.	Business Façade Grant Program	1	-	1
20.	Strategic Evaluation of Development Approval	-	2	-
22.	Unified Development Ordinance	-	-	-

POLICY ACTIONS (<i>Continued</i>)	PRIORITY		
	Top	High	Mod
23. Community Center Phase II Program Design	-	-	-
24. East Clayton Community Park: Phase II	-	-	-
25. Municipal Park: Name	-	-	-
26. Interlocal Agreement with Johnston County Library	-	-	-
27. Johnston County Library Board Representation	-	-	-

Town of Clayton Management Agenda 2012

TOP PRIORITY

**Webpage for Economic Development
Operational Fuel Efficiency
Long Term Technology Solution
Street Condition Assessment: Update**

HIGH PRIORITY

**Collections Practices and Procedures
Host a Statewide Conference (every other year)
Financial Plan with Five Year Projections
Small Business and Building Owner Checklist/Education**

Town of Clayton Management Agenda 2012

MANAGEMENT ACTIONS	PRIORITY	
	Top	High
1. Webpage for Economic Development	6	-
2. Operational Fuel Efficiency	5	-
3. Long Term Technology Solution	4	-
4. Street Condition Assessment: Update	4	-
5. Collections Practices and Procedures	2	-
6. Host a Statewide Conference (every other year)	2	-
7. Financial Plan with Five Year Projections	1	-
8. Small Business and Building Owner Checklist/Education	-	-

Town of Clayton Management in Progress 2012

- 1. Caterpillar Expansion**
- 2. Automated Meter Reading Program (2014)**
- 3. Fire Staffing (6/12)**
- 4. Electric Service: Public Information and Education (ongoing)**
- 5. Storm Water Program (12/12)**
- 6. Fire Station 3: Land Acquisition (6/13)**
- 7. Risk Assessment with Industries and Transportation/Plan for High Risk (6/13)**
- 8. Parks and Recreation Comprehensive Plan (9/12)**
- 9. Code Enforcement (ongoing)**
- 10. Banners for Downtown (ongoing)**
- 11. Downtown Events (ongoing)**
- 12. Front Street Extension**

Town of Clayton Major Projects 2012

- 1. Water Tank (6/13)**

STRATEGIC PLAN

2012 → 2017 → 2025



***Clayton, North Carolina
March 2012***



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STRATEGIC PLANNING FOR THE TOWN OF CLAYTON

Strategic Planning Model for the Town of Clayton

Value-based principles that describe the preferred future in 15 years

VISION

**Destination
“You Have Arrived”**

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

**Map
“The Right Route”**

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

EXECUTION

**Itinerary
“The Right Direction”**

Principles that define the responsibility of town government and frame the primary services – core service businesses

MISSION

**Vehicle
“The Right Bus”**

Personal values that define performance standards and expectations for employees

CORE BELIEFS

**Fuel
“The Right People”**

CLAYTON VISION 2025

Town of Clayton Vision 2025

CLAYTON 2025 IS

**a *BEAUTIFUL TOWN*⁽¹⁾ with a *UNIQUE, ALIVE DOWNTOWN*,⁽²⁾
a *GROWING ECONOMY*⁽³⁾ and a reputation as an *ARTS COMMUNITY*.⁽⁴⁾**

OUR CLAYTON RESIDENTS

**have choices of *LIVABLE NEIGHBORHOODS*⁽⁵⁾ have *EASY MOBILITY*⁽⁶⁾
and enjoy *GREAT LEISURE AND CULTURAL OPPORTUNITIES*.⁽⁷⁾**

WE TAKE

***PRIDE IN OUR CLAYTON COMMUNITY*.⁽⁸⁾**

“Clayton – The Premier Community for Active Families”

Clayton Vision 2025

PRINCIPLE 1

BEAUTIFUL TOWN

► Means

1. Well-designed, maintained and landscaped properties – public and private
2. Well-designed and well-maintained streetscapes, parks and public spaces
3. Beautiful natural Neuse River with public access for enjoyment
4. Public art throughout the town
5. Attractive gateways and corridors that distinguish Clayton
6. Distinctive commercial development and buildings reflective of Clayton’s architectural character

PRINCIPLE 2

UNIQUE, ALIVE DOWNTOWN

► Means

1. Convenient access and parking in Downtown
2. Choices of quality restaurants
3. Entertainment venues for fun things to do during day and evening, such as jazz club, piano bar, supper club, theater
4. Beautiful streetscape and attractive buildings with nice façades, including water feature and public art
5. Strong link to the cultural arts with quality galleries displaying local artists
6. Open green areas with outdoor programming space for concerts, Farmer’s Market, etc.
7. Rail station or public transit stop for connection to the region

PRINCIPLE 3

GROWING ECONOMY

► Means

1. Strong bio pharmaceutical businesses and support businesses
2. Major distribution center for goods and products, logistics and supply chain management businesses and activities
3. Quality medical and healthcare services, including a hospital, outpatient clinic(s), rehabilitation facility(ies)
4. Assisted living facility with progressive care for seniors
5. Class “A” office space in Downtown and along corridors
6. Major manufacturing businesses

PRINCIPLE 4

ARTS COMMUNITY

► Means

1. Development of an “artist colony” – a place to produce art and sell to the public
2. Performance arts venues including Clayton Center and Amphitheater
3. Juried arts fair drawing national artists to display and sell their works
4. Arts festivals and events throughout the year
5. Public art displayed Downtown and throughout the community
6. Percent for art policy

PRINCIPLE 5

LIVABLE NEIGHBORHOODS

► Means

1. Neighborhoods designed to have minimal impact on the natural resources and with a concern about the environment
2. Availability of neighborhood amenities including parks, playground equipment, pools, tennis courts, gathering places, etc.
3. Community schools with quality educational programs
4. Strong neighborhood associations taking responsibility for their neighborhoods, encouraging neighbors to help neighbors
5. Open spaces with trees, shrubs and flowers
6. Walkable neighborhood retail shopping and services

PRINCIPLE 6

EASY MOBILITY

► Means

1. Well-designed, well-maintained streets, major state highways, sidewalks and multiuse trails
2. Multiuse trails connecting neighborhoods and community destinations
3. Efficient traffic flow within the Town with local street connectivity
4. Transportation link to other destinations with a Downtown station in Clayton
5. Local public transportation connecting community destinations
6. Opportunities to use alternative modes of transportation

PRINCIPLE 7
GREAT LEISURE AND
CULTURAL OPPORTUNITIES

► **Means**

1. Mountains to Sea Trail and multi-use trails for walking and biking that connect neighborhoods and parks and natural resources
2. Community parks with a wide range of venues for a variety of activities (traditional parks, dog park, disc golf, skate park, casting pond, etc.) tailored to meet community needs
3. Public access and activities along the Neuse River
4. Performances at the Clayton Center, amphitheater and other venues
5. Sport complexes for recreation and tournament use
6. Partnering for leisure with governments, sports and community organizations

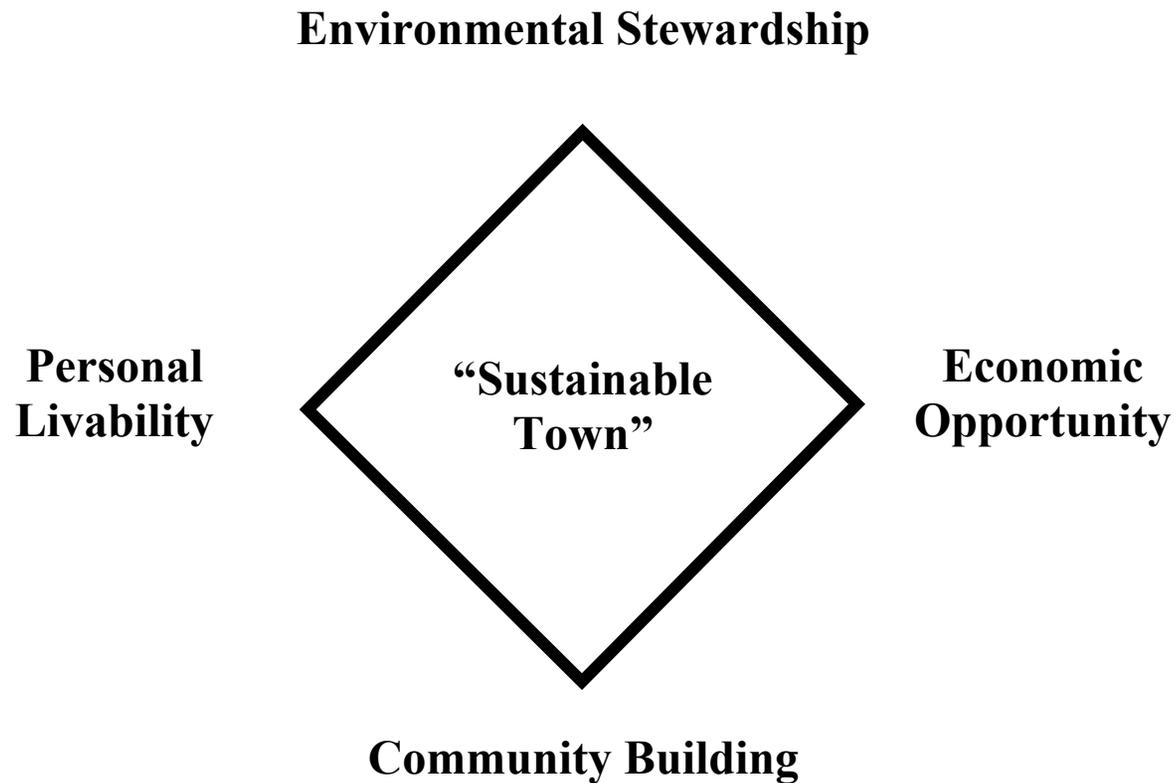
PRINCIPLE 8
PRIDE IN OUR CLAYTON
COMMUNITY

► **Means**

1. Distinctive identity as the Town of Clayton
2. Newcomers becoming part of the Clayton community
3. Citizens and businesses taking responsibility for and contributing to the community
4. Strong community events and festivals pulling people together
5. Citizens feeling safe, secure and comfortable
6. Strong civic and community services and faith-based organizations collaborating for the benefit of the Clayton community

CLAYTON: A SUSTAINABLE TOWN

Town of Clayton: A Sustainable Community



Town of Clayton ***Personal Livability means***

Friendly, caring people

Feeling safe and secure anywhere, anytime

Affordability

Reliable Town services for daily living, quality of life

Partnership in excellent schools and educational programs

Residents' involvement and contributions

Beautiful Town and inviting spaces

Easy movement and access to major highways

Amenities to enjoy an active lifestyle (e.g. golf courses, parks, river, etc.)

Arts of all types

Town of Clayton ***Environmental Stewardship means***

Clean Neuse River with public access

Trees

Energy conservation

Model recycling program

Stormwater management with natural treatment

Watershed protection

Quality discharge from wastewater treatment

Protection of wildlife

Built environment designed with natural resources and environment in mind

Preservation of natural areas

Town of Clayton Economic Opportunity means

Medical and healthcare businesses

Biomedical businesses

Research and development businesses

Manufacturing

Distribution center

Class “A” office space

Infrastructure to support economic expansion

Commercial development along major corridors (Highway 70, Highway 70 Bypass, Highway 42)

Community for retirees

Arts community

Town of Clayton Community Building means

Volunteerism

Residents and businesses contributing to the community

Community gathering places

Strong community events and festivals with high level of resident participation

Residents having the opportunity to get involved in shaping Clayton's future

Easy access to community and Town information

Town leadership and outreach

Faith institutions working together

Community organizations working together

Passion for the Clayton community

TOWN OF CLAYTON MISSION

Town of Clayton Our Mission

The Town of Clayton provides
QUALITY MUNICIPAL SERVICES IN A COST-EFFECTIVE
MANNER,^(A) PLANS AND MANAGES FUTURE GROWTH AND
DEVELOPMENT^(B) while FOCUSING ON THE CUSTOMER.^(C)

The Town of Clayton is
FINANCIALLY RESPONSIBLE^(D) and operates with the
HIGHEST ETHICAL STANDARDS.^(E)

The Town of Clayton
WORKS AS A TEAM,^(F) ENGAGES CITIZENS, PARTNERS WITH
THE COMMUNITY^(G) and is recognized as a REGIONAL LEADER.^(H)

Our Mission

PRINCIPLE A

QUALITY MUNICIPAL SERVICES IN A COST-EFFECTIVE MANNER

► Means

1. Responding to Citizen and Community Needs
2. Having Knowledge of “Best Practices” and their Application to the Town of Clayton
3. Employees Always Looking for More Efficient and Better Ways to Provide the Service
4. Knowing the Costs of Providing the Service
5. Being Consistent and Equitable in the Delivery of Services
6. Effectively Using Technology to Deliver Services
7. Having Services Where Appropriate Delivered through Contracts with Emphasis on Locally Based Private Sector of Community Organizations
8. Having Well Designed, Well Built and Well Maintained Public Infrastructure and Facilities
9. Thinking Creatively, Taking Innovative Actions
10. Providing Reliable Services that Add Value to Citizens’ Lives, and Providing Timely Emergency Response

PRINCIPLE B

PLANS AND MANAGES FUTURE GROWTH AND DEVELOPMENT

► Means

1. Planning and Installing Quality Infrastructure to Support Growth
2. Maintaining Predictable Land Uses and Processes
3. Protecting Natural Resources and Environmental Quality
4. Planning and Managing Traffic Flow
5. Establishing and Enforcing Standards for Developments and Public Infrastructure
6. Promoting and Supporting Economic Growth
7. Creating Neighborhoods and Commercial Areas with Sustainable Value
8. Setting Standards and Guidelines for Design
9. Encouraging Infill and Mixed Use Developments

PRINCIPLE C

FOCUSING ON THE CUSTOMER

► Means

1. Listening to, Understanding and Anticipating the Customer – their Needs, Expectations and Concerns
2. Looking for Ways to Say “Yes,” Taking Time to Explain a “No”
3. Providing a Direct, Complete Answer to Questions
4. Being Accountable for the Results and Outcomes
5. Treating Others with Respect
6. Being Bilingual
7. Surveying the Level of Customer Satisfaction
8. Evaluating Results, Seeking Feedback, Learning and Improving for Next Time
9. Taking Pride, Putting Your Name on the Product or Service

PRINCIPLE D

FINANCIALLY RESPONSIBLE

► Means

1. Investing in Clayton’s Future – Return is Better Community Adding Value to Lives of Citizens
2. Being Sensitive to Passing Costs to Citizens
3. Having Decisions and Resource Allocation Consistent with Vision, Goals and Priorities
4. Maintaining Low Debt Services
5. Having Adequate Resources to Support Defined Services and Service Levels
6. Having Adequate Funding for Operation and Maintenance of Public Infrastructure and Facilities
7. Having Reserves Consistent with Financial Policies and Guidelines
8. Having Users Paying Costs of Service
9. Leveraging Town Resources through Grants, Partnering with Other Governments and Community Organizations

PRINCIPLE E

HIGHEST ETHICAL STANDARDS

► Means

1. Being Honest
2. Having No Conflict of Interests – Real or Perceived
3. Being Above Reproach
4. Being Open to Others' Ideas and Input
5. Delivering on Your Commitments in a Timely Manner
6. Being Fair and Equitable
7. Acting with Integrity
8. Having an Open Government that is Transparent to the Community
9. Building Relationships Based Upon Mutual Trust

PRINCIPLE F

WORKS AS A TEAM

► Means

1. Focusing on Vision 2025, Goals 2017 and Priorities for 2012
2. Maintaining a High Trust Level: Mayor and Council Town Management, Employees
3. Respecting Roles and Responsibilities
4. Having Open Debate on Issues
5. Making Decisions that are Based Upon what is Best for the Town – No Personal Agendas
6. Active Negotiations Looking for a Compromise
7. Providing Timely, Complete Communications and Information Sharing
8. Being Loyal to the Team – the Town and the Government Institution
9. Present a Positive Image for Clayton and the Town Government

PRINCIPLE G

ENGAGES CITIZENS, PARTNERS WITH COMMUNITY

► Means

1. Having Citizens and Partners Well Informed on Town, Civic and Community Affairs
2. Citizens Having Easy Access to Information and Services
3. Citizens Appropriately Involved in the Town's Governance Process
4. Developing and Maintaining Positive Relationships with Community Organizations and Businesses
5. Mutual Sharing of Resources Among Partners
6. Acting in the Best Interest of Clayton
7. Involving Citizens in Shaping Plans, Policies and Decisions
8. Citizens Sharing Responsibility in Creating a Safe Town with a Hometown Feeling
9. Community Organizations and Businesses Contributing Resources and Connected with the Town

PRINCIPLE H

REGIONAL LEADER

► Means

1. Positive Working Relations with Johnston and Neighboring Counties, Schools and Other Municipalities
2. Being Strong Advocate for the Interests of Clayton
3. Obtaining Grants and Resources – Return of Tax Dollars back to Clayton
4. Collaborating with Regional Partners to Solve Problems and Plan the Future
5. Being at the Table when Regional Decisions are Made
6. Identifying Critical Regional Issues and Partnerships
7. Developing and Maintaining Positive Working Relations with State of North Carolina, and the Federal Government

TOWN OF CLAYTON CORE BELIEFS

Town of Clayton Core Beliefs

- **Teamwork and Partnering**
- **Planning Your Work**
- **Quality Results**
- **Open Communications**
- **Stewardship of Public Dollars**
- **Responsibility for Your Actions**
- **Friendly Service**
- **Personal Integrity**

Core Beliefs – Definition

BELIEF 1

TEAMWORK AND PARTNERING

► Means

1. Listen and Learn What Other Parties Expect
2. Work Cooperatively with Other Groups to Achieve Mutual Benefit
3. Help Each Other; Provide Help; Ask for Help When You Need It
4. Look Beyond Your Job, Improve the Total Operation

BELIEF 2

PLANNING YOUR WORK

► Means

1. Think Long-Term – Our Goals, Our Services
2. Plan Your Daily Work Activities, Connect Task to Goals
3. Anticipate Likely Results
4. Focus on Goals, Not Problems

BELIEF 3

QUALITY RESULTS

► Means

1. Put Your Name on the Results – Be Proud of Your Results
2. Evaluate Your Job and Results – Look For Ways to Improve
3. Do the Job Once, Do it Right
4. Do the Job to the Best of Your Abilities

BELIEF 4

OPEN COMMUNICATIONS

► Means

1. Keep People Informed – What You Are Doing; Why You are Doing It
2. Be Open and Direct
3. Provide Feedback – Do Not Criticize, Look for Solutions
4. Identify Problems and Opportunities – Communicate Them Early

BELIEF 5

STEWARDSHIP OF PUBLIC DOLLARS

► Means

1. Treat Equipment and Materials as if You Are Responsible for Replacing Them
2. Be Responsible for Use of Public Funds
3. Look for Efficiencies, More Cost-Effective Ways of Operating
4. Recognize that Dollars Are Not Unlimited – Provide Value to the Citizens

BELIEF 6

RESPONSIBILITY FOR YOUR ACTIONS

► Means

1. Be Responsible for Your Job – Never Say, “It is Not My Job”
2. Own Up to Mistakes, Take Time to Learn
3. Set High, Reasonable Standards for Your Group and Yourself
4. Leave it Better Than You Found It

BELIEF 7

FRIENDLY SERVICES

► Means

1. Respond to Citizens: Their Questions, Their Requests and Follow Up
2. Be Sensitive to the Needs of Citizens and Your Fellow Employees
3. Act in a Courteous, Friendly, Polite Manner
4. Take Time to Explain Things to Those You Are Serving

BELIEF 8

PERSONAL INTEGRITY

► Means

1. Be Honest
2. Be Consistent in Your Words, Your Actions
3. Be Loyal to the Town
4. Act in a “Professional” Manner – Display a Sense of Ethics

TOWN OF CLAYTON PLAN 2012 – 2017

Town of Clayton Goals 2017

Grow the Local Economy

**Financially Responsible Town Government
Providing Quality Service**

Manage Growth Producing Quality Developments

Expand Leisure Opportunities and Arts Community

Beautify the Town of Clayton and Create an Arts Community

Think Downtown

Goal 1

Grow the Local Economy

OBJECTIVES

1. Continuing to partner with Economic Development Organizations, Johnston County, RTRP, NC DOT, Johnston Medical Center, J CATS
2. Build out Highway 42 West area
3. Develop Class “A” office space
4. Expand retail businesses – places to shop that attract non residents and residents
5. Integrate Arts Community into economic development activities
6. Attract new businesses consistent with Vision

MEANS TO CITIZENS

1. Clayton is a place to develop a business.
2. More employment opportunities near home – less or no commute time.
3. More diverse tax base, reducing pressure on residential property owners.
4. Greater convenience for shopping and professional services.
5. Increased choices – where to work, where to do business, where to shop.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Positive reputation: “Business friendly Town”
2. Retaining and growing current businesses
3. Communicating Town requirements for small businesses and building owners
4. Strong relationship with Johnston County
5. Opportunities to attract related or support businesses

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Land available for business development
2. Location for major distribution businesses
3. Utility capacity and nitrogen allocation
4. National and international economy and its impact on business investment
5. Competition with other communities

POLICY ACTIONS 2012

- | | PRIORITY |
|--|-----------------|
| 1. Grifols Project <ul style="list-style-type: none">• Service Contract: Review• Decision: Service Agreement | Top Priority |
| 2. Hospital Development <ul style="list-style-type: none">• Advocacy – Inpatient Beds• Seat on the Board• Partner on “Medical Care in Clayton” and Current Program | Top Priority |
| 3. Targeted Business Attraction Strategy | High Priority |
| 4. Strategic Evaluation of Development Approval | |

MANAGEMENT ACTIONS 2012

- | | PRIORITY |
|--|-----------------|
| 1. Webpage for Economic Development <ul style="list-style-type: none">• Survey Current Businesses• Information for Website | Top Priority |
| 2. Small Business and Building Owner Checklist/Education <ul style="list-style-type: none">A. Small BusinessB. Fats – Oils – Grease | High Priority |

MANAGEMENT IN PROGRESS 2012

1. Caterpillar Expansion
 - Grant: Formal Applicant (6/12)
 - Utility, Road Project (3/13)

ON THE HORIZON 2013 – 2017

1. Incentives for Small Businesses
 - Evaluation of Options
 - Recommendations
 - Decisions: Direction

Goal 2

Financially Responsible Town Government Providing Quality Service

OBJECTIVES

1. Improve bond rating
2. Exceed compliance with financial policy guidelines: reserves, debt management, fund balances
3. Well-maintained Town infrastructure and facilities
4. Professional, well-trained Town workforce dedicated to serving the community
5. High level of customer satisfaction with Town services
6. Consistently meeting or exceeding regulatory requirements and performance standards by the Town
7. Deliver Town services in the most cost-effective manner

MEANS TO RESIDENTS

1. Town services responsive to residents' needs.
2. Timely response for a service call.
3. Value for their tax dollars and fees.
4. Reliable Town services.
5. Town acting as a responsible financial steward.

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Equity: in town vs. out of town
2. Actions taken by the State of North Carolina and federal governments impacting the Town of Clayton
3. Rise of costs to Town government: cost of service from School of Government, fuel costs, chemicals, outsourced/contracted service
4. Retaining top quality workforce with competitive compensation
5. Workload vs. capacity of Town staff
6. International and national economies impacting financial market

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding for operations and maintenance of new facilities
2. Reporting data and outside mandates and regulations
3. Cost of training to retraining certificates and enhancing skillsets
4. Opportunities for good bids on Town capital projects
5. Aging workforce and potential upcoming retirements

POLICY ACTIONS 2012

	PRIORITY
1. Communication Program Development	Top Priority
2. Employee Compensation and Retention	Top Priority
3. Customer Service Policy	Top Priority
4. Employee Wellness Program	Moderate

MANAGEMENT ACTIONS 2012

	PRIORITY
1. Long Term Technology Solution	Top Priority
2. Operational Fuel Efficiency	Top Priority
3. Financial Plan with Five Year Projections	High Priority
4. Collections Practices and Procedures	High Priority

MANAGEMENT IN PROGRESS 2012

1. Automated Meter Reading (2014)
2. Fire Staffing (6/12)
3. Electric Service: Public Information and Education (ongoing)

MAJOR PROJECTS 2012

1. Water Tank (6/13)

ON THE HORIZON 2013 – 2017

1. Outreach to Hispanic Community
2. Animal Shelter and Adoption Center
3. Energy Audit for Town Government
4. Succession Planning and Process
5. Training for town Employees
6. Public Transit Strategy
7. Storm Water Utility
8. Medical Responder Program (Fire Department)
9. Electric Rates
10. Classification and Compensation Study
11. Water/Sewer Rates

Goal 3

Manage Growth Producing Quality Developments

OBJECTIVES

1. Plan and expand infrastructure and service capacity to support growth: water, sewers, roads, stormwater management
2. Assure commercial and residential properties meet code and are well-maintained
3. Protect environmentally sensitive areas
4. More housing units for retirees
5. Develop neighborhoods integrating residences and neighborhood commercial areas

MEANS TO RESIDENTS

1. Opportunities to find a house and move up to a new house while staying in Clayton.
2. Reliable town services when you move into a new development.
3. Protection of your home's property values.
4. Safe place to live with homes and residential units meeting code.
5. Improved infrastructure and services in older neighborhoods.

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Saying “yes” to the right projects; saying “no” to projects no consistent with the Town’s vision, goals and plans
2. Determining the definition of “quality development”
3. Threat to the Town’s ETJ
4. Funding for capital projects for maintenance, upgrades and developments
5. Maintaining long-term view on projects with multi-year buildout
6. Reality vs. perception of development process – “people will be unhappy”

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Opportunities to change Town land use and development regulations
2. Changing housing market and developer access to the capital market
3. Actions by the State of North Carolina impacting growth and development
4. Degree of government regulation or control

POLICY ACTIONS 2012

- | | PRIORITY | |
|--|---|---------------|
| 1. Wastewater Treatment: Nitrogen Alternatives | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Scenic Highway Interchanges Infrastructure Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 3. Wastewater Transmission Line to Raleigh | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Neuse River Business Park Small Area Plan | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 5. Strategic Infrastructure Assessment and Action Plan | | |
| 6. Unified Development Ordinance | | |

MANAGEMENT ACTIONS 2012

- | | PRIORITY | |
|--|--|--------------|
| 1. Street Condition Assessment: Update | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |

MANAGEMENT IN PROGRESS 2012

1. Storm Water Program (12/12)
2. Fire Station 3: Land Acquisition (6/13)
3. Risk Assessment with Industries and Transportation/Plan for High Risk (6/13)

ON THE HORIZON 2013 – 2017

1. Street Bond Package
2. Barber Mill Road West Clayton Intersection Improvement
3. Northside Neighborhood Redevelopment Small Area Plan
4. Comprehensive Water and Sewer Needs
 - Assessment
 - Plan
5. Energy Audit Program (Home and Commercial)
6. Transportation Map Series
7. Wayfinding Signs: Decision on Funding

Goal 4

Expand Leisure Opportunities and Arts Community

OBJECTIVES

1. More developed parks, parkland and greenways
2. More festivals, events and galleries for showcasing national and local artists
3. Secure sufficient acreage for current and future parks and open space needs
4. More adult programs and leisure opportunities

MEANS TO CITIZENS

1. Choices in your leisure time.
2. Convenience and time saving with leisure and recreational opportunities in Town.
3. Activities for all generations.
4. Opportunities to demonstrate your talents and products.
5. Supports an active, healthy lifestyle.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding for major projects and debt capacity for developing parks and acquiring land
2. Tapping the potential of the Neuse River
3. Maintaining the support and vitality of the Clayton Center
4. Expiration of existing agreement with Johnson County Library
5. Increasing and changing demands for Library and Recreational programs and services

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Changing leisure and recreation patterns and needs
2. Working with the partnerships with sports organizations, community organizations and private organizations

POLICY ACTIONS 2012

- | | PRIORITY | |
|---|---|---------------|
| 1. Sam’s Branch/Mountains to Sea Trail Greenway Project <ul style="list-style-type: none">• Easement for Phase II• Separation: Trail and Road Crossing• Trailhead Parking | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Library Strategic Plan | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Program Design for River Property (Brownfields Program) | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Clayton Center Strategy | <table border="1"><tr><td>Moderate</td></tr></table> | Moderate |
| Moderate | | |
| 5. Community Center Phase II Program Design | | |
| 6. East Clayton Community Park: Phase II | | |
| 7. Municipal Park: Name | | |
| 8. Interlocal Agreement with Johnston County Library | | |
| 9. Johnston County Library Board Representation | | |

MANAGEMENT IN PROGRESS 2012

1. Parks and Recreation Comprehensive Plan (9/12)

ON THE HORIZON 2013 – 2017

1. Municipal Park
2. Library Facility Evaluation
3. East Clayton Community Park: Phase III (Pavilion, Second Bathroom), Phase IV Disc Golf
4. Turf Field
5. Race for Clayton
6. Landbanking Policy
7. Mountains-to-Sea Trail
8. Parkland Acquisition
9. Dog Park 2

Goal 5

Beautify the Town of Clayton and Create an Arts Community

OBJECTIVES

1. More flowers, flowering shrubs in designed landscapes and public spaces
2. Upgrade design and architectural standards
3. More attractive corridors and gateways
4. More attractive building façades in Downtown
5. Development with public art throughout the Town
6. Continue to develop reputation as an “Arts Community”

MEANS TO CITIZENS

1. Taking pride and being responsible for the appearance of Clayton.
2. Protection of property values.
3. Feeling and being safer throughout the community.
4. Attractive public space for use and enjoyment.
5. Clayton – clean, green, colorful – just a beautiful town.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Addressing irresponsible property owners
2. Communicating and obtaining “buy in” with businesses and residents about community beauty and their responsibilities
3. Funding for public art
4. Redevelopment of less attractive commercial areas

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Conflicting views by residents of “beauty” and “art”
2. Compliance with codes and level of enforcement
3. Funding for beautification
4. Personal property rights versus community benefits
5. “Ugly” beyond Town control or influence

POLICY ACTIONS 2012

1. Public Art/Artist in Residence Implementation
2. Artists Workshop and Studio
3. Business Façade Grant Program

PRIORITY

High Priority

Moderate

MANAGEMENT IN PROGRESS 2012

1. Code Enforcement (ongoing)

ON THE HORIZON 2013 – 2017

1. Targeted Area Beautification Plan
2. Architectural and Design Standards
3. Clayton High School Beautification: Phase II

Goal 6

Think Downtown

OBJECTIVES

1. More attractive buildings with property owners taking responsibility for maintenance
2. Expand outside events and festivals
3. Leverage Town incentives to stimulate more private sector investment in Downtown
4. Enjoy diverse entertainment venues
5. Increase number of residential units, more people residing in Central Business District
6. More attractive public spaces: parking, streetscape, etc.

MEANS TO CITIZENS

1. Downtown is an option for leisure time.
2. Fun things to do in downtown.
3. Convenient shopping in quality retail businesses.
4. A downtown where you take guests.
5. Going to downtown for events, festivals and services.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Increasing residential opportunities in Downtown
2. Becoming a true “destination” for residents and visitors
3. Continuing to beautify Downtown
4. Owners investing into their buildings
5. Seven days a week Downtown

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Increasing entertainment opportunities
2. Changing the mix of businesses
3. Non Town owned utilities: Telephone, Cable
4. Underutilized areas: open spaces, behind buildings
5. Solid waste: dumpsters, trash cans

POLICY ACTIONS 2012

- | | PRIORITY | |
|--|--|----------|
| 1. Use Plan for Annex Building | <table border="1"><tr><td>Moderate</td></tr></table> | Moderate |
| Moderate | | |
| 2. Clayton Center/Horne Church Parking Lot | <table border="1"><tr><td>Moderate</td></tr></table> | Moderate |
| Moderate | | |

MANAGEMENT ACTIONS 2012

- | | PRIORITY | |
|---|---|---------------|
| 1. Host a Statewide Conference (every other year) | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |

MANAGEMENT IN PROGRESS 2012

1. Banners for Downtown (ongoing)
2. Downtown Events (ongoing)
3. Front Street Extension
 - Development Agreement
 - Development Agreement for ROW (South)
 - Warrant Study for Signal
 - Design
 - Utility System Expansion

ON THE HORIZON 2013 – 2017

1. Parking Lot for Clayton Center
2. Downtown Master Plan: Update and Code Revision
3. Color Palate for Downtown
4. Underground Utilities: Funding

TOWN OF CLAYTON ACTION AGENDA 2012

Town of Clayton Policy Agenda 2012

TOP PRIORITY

Grifols Project

Hospital Development

Communication Program Development

Wastewater Treatment: Nitrogen

Employee Compensation and Retention

Customer Service Policy

Sam's Branch/Mountains to Sea Trail Greenway Project

Library Strategic Plan

HIGH PRIORITY

Targeted Business Attraction Strategy

Public Art/Artist in Residence Implementation

Scenic Highway Interchanges Infrastructure Plan

Program Design for River Property (Brownfields Program)

Wastewater Transmission Line to Raleigh

Neuse River Business Park Small Area Plan

MODERATE PRIORITY

Artists Workshop and Studio

Clayton Center Strategy

Use Plan for Annex Building

Employee Wellness Program

Clayton Center/Horne Church Parking Lot

Town of Clayton Management Agenda 2012

TOP PRIORITY

Webpage for Economic Development
Operational Fuel Efficiency
Long Term Technology Solution
Street Condition Assessment: Update

HIGH PRIORITY

Collections Practices and Procedures
Host a Statewide Conference (every other year)
Financial Plan with Five Year Projections
Small Business and Building Owner Checklist/Education

Town of Clayton Management in Progress 2012

Caterpillar Expansion

Automated Meter Reading Program (2014)

Fire Staffing (6/12)

Electric Service: Public Information and Education (ongoing)

Storm Water Program (12/12)

Fire Station 3: Land Acquisition (6/13)

**Risk Assessment with Industries and Transportation/Plan for
High Risk (6/13)**

Parks and Recreation Comprehensive Plan (9/12)

Code Enforcement (ongoing)

Banners for Downtown (ongoing)

Downtown Events (ongoing)

Front Street Extension

Town of Clayton

Major Projects 2012

Water Tank (6/13)

ACTION OUTLINES

2012

***Mayor and
Town Council***



***Clayton, North Carolina
March 2012***



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SECTION 1

CLAYTON VISION 2025

Clayton Vision 2025

CLAYTON 2025 IS
a *BEAUTIFUL TOWN*⁽¹⁾ with
a *UNIQUE, ALIVE DOWNTOWN*,⁽²⁾
a *GROWING ECONOMY*⁽³⁾ and
a reputation as an *ARTS COMMUNITY*.⁽⁴⁾

OUR CLAYTON RESIDENTS
have choices of *LIVABLE NEIGHBORHOODS*⁽⁵⁾
have *EASY MOBILITY*⁽⁶⁾ and enjoy
GREAT LEISURE AND CULTURAL
OPPORTUNITIES.⁽⁷⁾

WE TAKE
PRIDE IN OUR CLAYTON COMMUNITY.⁽⁸⁾

**“Clayton – The Premier Community for
Active Families”**

SECTION 2

CLAYTON GOALS FOR 2017

Town of Clayton Goals 2017

Grow the Local Economy

**Financially Responsible Town Government
Providing Quality Service**

Manage Growth Producing Quality Developments

Expand Leisure Opportunities

**Beautify the Town of Clayton and
Create an Arts Community**

Think Downtown

SECTION 3

GOAL 1: GROW THE LOCAL ECONOMY

GOAL 1	GROW THE LOCAL ECONOMY
---------------	-------------------------------

TARGET	<u>GRIFOLS PROJECT</u>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>							
PRIORITY											
<i>Policy – Top</i>											
	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><u>Key Issues</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Actions</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • New Service Policy • Financial Risk </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Service Contract 2. Decision: Service Agreement </td> <td style="vertical-align: top;"> <p>7/12</p> <p>7/12</p> </td> </tr> <tr> <td colspan="3" style="text-align: center; border: 1px solid black; padding: 5px;"> Responsibility: Attorney, Public Works, Wastewater Superintendent </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	<ul style="list-style-type: none"> • New Service Policy • Financial Risk 	<ol style="list-style-type: none"> 1. Service Contract 2. Decision: Service Agreement 	<p>7/12</p> <p>7/12</p>	Responsibility: Attorney, Public Works, Wastewater Superintendent			
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>									
<ul style="list-style-type: none"> • New Service Policy • Financial Risk 	<ol style="list-style-type: none"> 1. Service Contract 2. Decision: Service Agreement 	<p>7/12</p> <p>7/12</p>									
Responsibility: Attorney, Public Works, Wastewater Superintendent											

TARGET	<u>HOSPITAL DEVELOPMENT</u>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy – Top</i></td></tr> </table>	PRIORITY	<i>Policy – Top</i>							
PRIORITY											
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	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><u>Key Issues</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Actions</u></th> <th style="text-align: left; border-bottom: 1px solid black;"><u>Time</u></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> • Advocacy – Push for Inpatient Beds • Marketing Support (“Think Clayton”) • Programming partnership </td> <td style="vertical-align: top;"> <ol style="list-style-type: none"> 1. Seat on the Board 2. Cross Access Connection: Spring Branch and Hospital </td> <td style="vertical-align: top;"> <p>10/12</p> <p>9/12</p> </td> </tr> <tr> <td colspan="3" style="text-align: center; border: 1px solid black; padding: 5px;"> Responsibility: Mayor </td> </tr> </tbody> </table>	<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	<ul style="list-style-type: none"> • Advocacy – Push for Inpatient Beds • Marketing Support (“Think Clayton”) • Programming partnership 	<ol style="list-style-type: none"> 1. Seat on the Board 2. Cross Access Connection: Spring Branch and Hospital 	<p>10/12</p> <p>9/12</p>	Responsibility: Mayor			
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>									
<ul style="list-style-type: none"> • Advocacy – Push for Inpatient Beds • Marketing Support (“Think Clayton”) • Programming partnership 	<ol style="list-style-type: none"> 1. Seat on the Board 2. Cross Access Connection: Spring Branch and Hospital 	<p>10/12</p> <p>9/12</p>									
Responsibility: Mayor											

TARGET	<u>TARGETED BUSINESS ATTRACTION STRATEGY</u>	PRIORITY	
		<i>Policy –High</i>	
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
<ul style="list-style-type: none"> • Business Type • Fit for Clayton • Funding 	<ol style="list-style-type: none"> 1. Business Type: Definition 2. Demographic Profile 3. Identification of Partners 4. Strategic Framework 	<ol style="list-style-type: none"> 12/12 12/12 12/12 3/13 	
		Responsibility: Planning	

TARGET	<u>STRATEGIC EVALUATION OF DEVELOPMENT APPROVAL</u>	PRIORITY	
		<i>Policy</i>	
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
<ul style="list-style-type: none"> • Topics for Close Review • Development Review Authority: Council, Planning Board, Town Staff • Information to Mayor-Town Council 	<ol style="list-style-type: none"> 1. Article 7: Clean Up 2. Facilitated Council Workshop: Goals/Desired Outcomes, Role Direction, Communications during the Process 3. Draft Code Modification 4. Decision: Code 	<ol style="list-style-type: none"> 6/12 11/12 3/13 5/13 	
		Responsibility: Planning	

TARGET	<u>WEBPAGE FOR ECONOMIC DEVELOPMENT</u>	PRIORITY	
		<i>Mgmt –Top</i>	
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
	<ol style="list-style-type: none"> 1. Information/Contact on Town Webpage 2. Link to Johnston County/Private Sector Economic Development Partners 	<ol style="list-style-type: none"> 12/12 12/12 	
		Responsibility: Town Manager	

TARGET	<u>SMALL BUSINESS AND BUILDING OWNER CHECKLIST/EDUCATION</u>	PRIORITY <i>Mgmt –High</i>
<i>Key Issues</i>	<i>Actions</i>	<i>Time</i>
	A. Small Businesses	
	1. Process Review/Milestone Development	9/12
	2. Stakeholder Review	12/12
	3. Checklist: Development/Education	3/13
	B. Fats – Oils – Grease	
	1. Process Review/Milestone Development	9/12
	2. Stakeholder Review	12/12
	3. Checklist/Education Program	3/13
Responsibility: Public Works, Planning, Customer Service		

- **MANAGEMENT IN PROGRESS 2012**
1. Caterpillar Expansion
 - Grant: Formal Applicant (6/12)
 - Utility, Road Project (3/13)

SECTION 4

GOAL 2: FINANCIALLY RESPONSIBLE TOWN GOVERNMENT PROVIDING QUALITY SERVICE

GOAL 2	FINANCIALLY RESPONSIBLE TOWN GOVERNMENT PROVIDING QUALITY SERVICE
---------------	--

TARGET	<u>COMMUNICATIONS PROGRAM DEVELOPMENT</u>		PRIORITY
			<i>Policy –Top</i>
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Position • Funding 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Current Program: Evaluation 2. Identification: Gaps 3. Alternatives for Improvements Recommendation 4. Decision: Position, Budget, Program Direction 5. Position: Hired 	<p><u>Time</u></p> <p>5/12</p> <p>5/12</p> <p>5/12</p> <p>5/12</p> <p>9/12</p>
			Responsibility: Town Manager

TARGET	<u>EMPLOYEE COMPENSATION AND RETENTION</u>		PRIORITY
			<i>Policy –Top</i>
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Funding Level 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Market Analysis 2. Decision: Budget Recommendation 	<p><u>Time</u></p> <p>4/12</p> <p>5/12</p>
			Responsibility: Human Resources

TARGET	<u>CUSTOMER SERVICE POLICY</u>		PRIORITY
			<i>Policy –Top</i>
	<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Policy Direction 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Policy 2. Decision: Policy 3. Policy Implementation 	<p><u>Time</u></p> <p>Done</p> <p>5/12</p> <p>6/12</p>
			Responsibility: Customer Service

TARGET	<u>EMPLOYEE WELLNESS PROGRAM</u>	PRIORITY
		<i>Policy – Moderate</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Direction • Funding Level 	<ol style="list-style-type: none"> 1. Recommendation: Result based Program and Measurement 2. Budget: Decision 	<p>Done</p> <p>5/12</p>
		Responsibility: Human Resources

TARGET	<u>LONG TERM TECHNOLOGY SOLUTION PHASE I (Library, Administrative Staff, Mayor and Town Council)</u>	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Evaluation 2. Budget: Phase I Recommendation 3. Phase I: Implementation 4. Regular Updates 	<p>5/12</p> <p>6/12</p> <p>10/12</p> <p>(ongoing)</p>
		Responsibility: Deputy Town Manager

TARGET	<u>OPERATIONAL FUEL EFFICIENCY: RECOMMENDATIONS</u>	PRIORITY
		<i>Mgmt – Top</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
	<ol style="list-style-type: none"> 1. Operational Analysis and Needs/Options (including short term actions for Police) 2. Vehicle Alternative Fuels Options and Utilization: Evaluation Report, Return on Investment 3. Budget Recommendation 	<p>2/13</p> <p>2/13</p> <p>5/13</p>
		Responsibility: Deputy Town Manager

TARGET	<u>FINANCIAL PLAN WITH FIVE YEAR PROJECTIONS (General, Enterprise)</u>	PRIORITY	
		<i>Mgmt –High</i>	
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
	1. Financial Advisor: Contract	4/12	
	2. Financial Assumption: Finalization	5/12	
	3. Draft Financial Plan land Projections	8/12	
	4. Plan with Projections	10/12	
Responsibility: Finance, Contractor			

TARGET	<u>COLLECTIONS PRACTICES AND PROCEDURES</u>	PRIORITY	
		<i>Mgmt –High</i>	
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>	
• Direction	1. Recommendation: Bad Debt Collection	5/12	
• Funding	2. Decision: Direction	6/12	
Responsibility: Customer Service			

- **MANAGEMENT IN PROGRESS 2012**
1. Automated Meter Reading Program (2014)
 2. Fire Staffing (6/12)
 3. Electric Service: Public Information and Education (ongoing)

- **MAJOR PROJECTS 2012**
1. Water Tank (6/13)

SECTION 5

GOAL 3: MANAGE GROWTH PRODUCING QUALITY DEVELOPMENTS

GOAL 3	MANAGE GROWTH PRODUCING QUALITY DEVELOPMENTS
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TARGET <u>WASTEWATER TREATMENT: NITROGEN</u>	PRIORITY	
	<i>Policy –Top</i>	
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Sustainability • Growth and Future Development 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Contract for Alternatives Analysis Cost Implications, Multi Faceted Approach 2. Report: Draft 	<p><u>Time</u></p> <p style="text-align: right;">10/12</p> <p style="text-align: right;">2/13</p>
Responsibility: Public Works		

TARGET <u>SCENIC HIGHWAY INTERCHANGES INFRASTRUCTURE PLAN</u>	PRIORITY	
	<i>Policy –High</i>	
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Town’s Role • Link to Economic Development • Service Plan 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Plan for Service at Urban Interchanges 2. Cost/Benefit for Service and Economic Development 3. Report with Recommendation 4. Decision: Policy Direction, Town’s Role and Financial Participation 	<p><u>Time</u></p> <p style="text-align: right;">3/13</p> <p style="text-align: right;">5/13</p>
Responsibility: Public Works, Planning		

TARGET <u>WASTEWATER TRANSMISSION LINE TO RALEIGH</u>	PRIORITY	
	<i>Policy –High</i>	
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Debt • Northside Growth • Raleigh: Relationship 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Engineering Report: Preliminary 2. Environmental Scoping 3. Reengage Raleigh: Extension of Existing Agreement 4. Application: Completed 5. Decision: Direction 	<p><u>Time</u></p> <p style="text-align: right;">5/12</p> <p style="text-align: right;">5/12</p> <p style="text-align: right;">6/12</p> <p style="text-align: right;">10/12</p> <p style="text-align: right;">10/12</p>
Responsibility: Public Works		

TARGET	<u>NEUSE RIVER BUSINESS PARK SMALL AREA PLAN</u>	PRIORITY
		<i>Policy –High</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Zoning • Land Use • Infrastructure Improvement • Town Facilities 	<ol style="list-style-type: none"> 1. RFP: Development 2. Consultant 3. Plan: Draft 	<p>8/12</p> <p>11/12</p> <p>4/13</p>
		Responsibility: Planning

TARGET	<u>STRATEGIC INFRASTRUCTURE ASSESSMENT AND ACTION PLAN</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Infrastructure Assessment • Service Availability/Extension 	<ol style="list-style-type: none"> 1. Evaluation: Intersection, Infill 2. Report 	<p>6/13</p> <p>6/13</p>
		Responsibility: Planning, Public Works

TARGET	<u>UNIFIED DEVELOPMENT ORDINANCE</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Policy Direction 	<ol style="list-style-type: none"> 1. Article 2, 3 <ul style="list-style-type: none"> • Zoning • Use Standard 2. Article 8 <ul style="list-style-type: none"> • Definition 3. Article 7 4. Article 1, 4 5. Article 5, 6 	<p>4/12</p> <p>5/12</p> <p>6/12</p> <p>12/12</p> <p>12/12</p>
		Responsibility: Planning

TARGET	<u>UPDATED STREETS CONDITION</u> <u>ASSESSMENT</u>	PRIORITY	
		<i>Mgmt – Top</i>	
<i>Key Issues</i>	<i>Actions</i>	<i>Time</i>	
<ul style="list-style-type: none"> • Funding Level 	<ol style="list-style-type: none"> 1. Decision: Budget 2. Draft RFP 3. Selection 	5/12	12/12
		1/13	
		Responsibility: Public Works	

- **MANAGEMENT IN PROGRESS 2012**
1. Storm Water Program1 (12/12)
 2. Fire Station 3: Land Acquisition (6/13)
 3. Risk Assessment with Industries and Transportation/Plan for High Risk (6/13)

SECTION 6

GOAL 4: EXPAND LEISURE OPPORTUNITIES

GOAL 4	EXPAND LEISURE OPPORTUNITIES
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TARGET	<u>SAMS'S BRANCH/MOUNTAINS TO SEA TRAIL GREENWAY PROJECT</u>	PRIORITY <i>Policy –Top</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Funding • Parking Direction 	<ol style="list-style-type: none"> 1. Land Acquisition: Element for Phase II 2. Separation: Trail and Road Crossing Study 3. Study Presentation 4. Parking Options: Expand or New Site 	<p>6/12</p> <p>7/12</p> <p>9/12</p> <p>9/12</p>
Responsibility: Planning, Public Works		

TARGET	<u>LIBRARY STRATEGIC PLAN</u>	PRIORITY <i>Policy –Top</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Leadership Advisory Group • Funding • Facility Plan 	<ol style="list-style-type: none"> 1. Needs Assessment, Best Practices, Trends 2. 2 yr. Plan: Sharpening Vision 3. 5 yr. Plan: Connecting People and Ideas – Completion 4. Presentation 	<p>11/12</p> <p>11/12</p> <p>12/12</p>
Responsibility: Library		

TARGET	<u>PROGRAM DESIGN FOR RIVER PROPERTY (BROWNFIELDS PROGRAM)</u>	PRIORITY <i>Policy –High</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Citizen Involvement • Program Design • Amphitheater 	<ol style="list-style-type: none"> 1. Contract for Purchase: DuPont 2. Application: North Carolina Brownfields Program 3. RFP for Program Development 4. Consultant Selection 5. Site Use Plan 	<p>4/12</p> <p>6/12</p> <p>8/12</p> <p>10/12</p> <p>1/13</p>
Responsibility: Town Manager		

TARGET	<u>CLAYTON CENTER STRATEGY</u>	PRIORITY
		<i>Policy – Moderate</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Programming • Staffing • Purpose of Center • Use of Center: Guidelines • Fee Waiver 	<ol style="list-style-type: none"> 1. Program Evaluation 2. Market Analysis of Demand 3. Corporate Sponsorship (Foundation) 4. Vision: Staff Proposed 5. Decision: Direction 	<p>6/12</p> <p>6/12</p> <p>6/12</p> <p>7/12</p>
		Responsibility: Clayton Center

TARGET	<u>COMMUNITY CENTER PHASE II PROGRAM DESIGN</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Program Elements 	<ol style="list-style-type: none"> 1. Needs Assessment 2. Decision: Overall Program Direction 3. Program Design 	<p>1/13</p> <p>1/13</p> <p>3/13</p>
		Responsibility: Parks and Recreation

TARGET	<u>EAST CLAYTON COMMUNITY PARK PHASE II</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> • Funding: Lighting • Playground: Type • Inclusion Design for Playground 	<ol style="list-style-type: none"> 1. Report on Playground: Identification of Potential Funding Partners 2. Decision: Playground Program 3. Field Lighting Proposal: Scope and Funding 4. Field Lighting Installation 	<p>9/12</p> <p>10/12</p> <p>6/12</p> <p>10/12</p>
		Responsibility: Parks and Recreation

TARGET	<u>MUNICIPAL PARK: NAME</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> Name 	<ol style="list-style-type: none"> Decision: Name Dedication 	8/12 11/12
		Responsibility: Council

TARGET	<u>INTERLOCAL AGREEMENT WITH JOHNSTON COUNTY LIBRARY</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> Library Service Delivery Model Town's Role Interlocal Agreement 	<ol style="list-style-type: none"> Evaluation: Alternative Delivery Model/Structures Proposal: Recommendation Decision 	12/12 12/12 1/13
		Responsibility: Library, Deputy Town Manager

TARGET	<u>JOHNSTON COUNTY LIBRARY BOARD REPRESENTATION</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> Board Representation 	<ol style="list-style-type: none"> Decision: Representation 	6/12
		Responsibility: Mayor/Town Council

► MANAGEMENT IN PROGRESS 2012
<ol style="list-style-type: none"> Parks and Recreation Comprehensive Plan (9/12)

SECTION 7

GOAL 5: BEAUTIFY THE TOWN OF CLAYTON AND CREATE AN ARTS COMMUNITY

GOAL 5	BEAUTIFY THE TOWN OF CLAYTON AND CREATE AN ARTS COMMUNITY
---------------	--

TARGET	<u>PUBLIC ART/ARTIST IN RESIDENCE</u>	PRIORITY
		<i>Policy –High</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> Next Steps 	<ol style="list-style-type: none"> Report: Public Advisory Board Budget: Decision 	<p>5/12</p> <p>5/12</p>
Responsibility: Clayton Center		

TARGET	<u>ARTIST WORKSHOP AND STUDIO</u>	PRIORITY
		<i>Policy –Moderate</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> Direction Town’s Role 	<ol style="list-style-type: none"> Alternatives Analysis Conceptual Plan: Review, Direction 	<p>11/12</p> <p>12/12</p>
Responsibility: Town Manager		

TARGET	<u>BUSINESS FAÇADE GRANT PROGRAM</u>	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Actions</u>	<u>Time</u>
<ul style="list-style-type: none"> Policy Direction 	<ol style="list-style-type: none"> Policy Revision (including Area, Threshold, Funding Level) Decision: Direction Stakeholder Meeting 	<p>7/12</p> <p>7/12</p> <p>9/12</p>
Responsibility: Planning		

► MANAGEMENT IN PROGRESS 2012
<ol style="list-style-type: none"> Code Enforcement (ongoing)

SECTION 8

GOAL 6: THINK DOWNTOWN

GOAL 6	THINK DOWNTOWN
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TARGET <u>USE PLAN FOR ANNEX BUILDING</u>	PRIORITY
	<i>Policy –Moderate</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Uses Type • Town’s Role 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. RFP for Consultant 2. Consultant 3. Study Completion
	<u>Time</u>
	8/12
	9/12
	6/13
Responsibility: Town Manager	

TARGET <u>CLAYTON CENTER/HORNE CHURCH</u>	PRIORITY
<u>PARKING LOT</u>	<i>Policy –Moderate</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> • Direction 	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Joint Meeting: Town – Horne Church Board 2. Report to Council
	<u>Time</u>
	6/12
	7/12
Responsibility: Town Manager	

TARGET <u>HOST A STATEWIDE CONFERENCE</u>	PRIORITY
	<i>Mgmt –High</i>
<p><u>Key Issues</u></p>	<p><u>Actions</u></p> <ol style="list-style-type: none"> 1. Identify Opportunities 2. Initiate Contact
	<u>Time</u>
	12/12
	1/13
Responsibility: Administration	

► **MANAGEMENT IN PROGRESS 2012**

1. Banners for Downtown (ongoing)
2. Downtown Events (ongoing)
3. Front Street Extension
 - Development Agreement
 - Development Agreement for ROW (South)
 - Warrant Study for Signal
 - Design
 - Utility System Expansion

PERFORMANCE REPORT 2011

***Mayor, Town Council
and Town Manager***



***Clayton, North Carolina
February 2012***



Lyle Sumek Associates, Inc.

Importance of the Performance Report

BOTTOMLINE: *Leaders being accountable for their decisions and actions*

1. LEADERSHIP WITH INTENTIONS

- Acting with a sense of purpose and direction
- Defining a vision, setting goals, using them to guide decisions
- Establishing criteria to judge success
- Demonstrating an institutionalized strategic planning process
- Instilling confidence in financial institutions, customers

2. CONNECTION WITH CUSTOMER'S LIVES

- Providing services that add value to the customers' lives
- Linking decisions and actions to improved services
- Linking decisions and actions to lower cost of service delivery
- Demonstrating the personal relevance of decisions and actions

3. CAPTURE OTHERS' ATTENTION

- Telling a story with a message
- Painting a picture
- Getting others to see it, to feel it
- Distinctive separating from the barrage of information

4. CELEBRATE - CREATE A MEMORY

- Developing a celebration that is unique-a standout experience
- Giving others a mementos representing the success
- Saying "Thank You" to contributors to the success
- Demonstrating the significance of the achievement

5. PERSONAL CONTACT WITH A TAILORED MESSAGE

- Developing a message based upon the audience
- Making a few relevant points
- Reaching out to a variety of groups
- Delivering the message personally by you as a leader

Clayton Vision 2025

CLAYTON 2025 IS
a *BEAUTIFUL TOWN*⁽¹⁾ with
a *UNIQUE, ALIVE DOWNTOWN*,⁽²⁾
a *GROWING ECONOMY*⁽³⁾ and
a reputation as an *ARTS COMMUNITY*.⁽⁴⁾

OUR CLAYTON RESIDENTS
have choices of *LIVABLE NEIGHBORHOODS*⁽⁵⁾
have *EASY MOBILITY*⁽⁶⁾ and enjoy
GREAT LEISURE AND CULTURAL
OPPORTUNITIES.⁽⁷⁾

WE TAKE
PRIDE IN OUR CLAYTON COMMUNITY.⁽⁸⁾

**“Clayton – The Premier Community for
Active Families”**

Town of Clayton Goals 2015

**Financially Responsible Town Government
Providing Quality Service**

Grow the Local Economy

Manage Growth Producing Quality Developments

Expand Leisure Opportunities and Arts Community

Beautify the Town of Clayton

Create an Alive Downtown

Town of Clayton Policy Agenda 2010

TOP PRIORITY

**Electric Rates and Policies – Load Management and Incentive
Water and Sewer Rates
Comprehensive Fees: Analysis, Policy, Structure
Development Standards and Policy: Review
Small Area and Infrastructure Plan for Highway 70/
Highway 70 Bypass
Code Enforcement: Enhancement**

HIGH PRIORITY

**Rental Housing Licensing and Inspection Program
Stormwater Management Policy and Plan: Direction
Economic Development Strategy (with Johnston County)
Appearance Ordinances: Direction**

Town of Clayton Management Agenda 2010

TOP PRIORITY

Department Cost Reduction Plan
Public Information: Upgrade
Wastewater Transmission Line to Raleigh: Easement
“Think Clayton”: Marketing and Campaign
Community Center: Opening and Programming
Debt Collection Policy and Action
“Think Clayton” Marketing Plan for Downtown

HIGH PRIORITY

**Recreation Needs Assessment and Parks and Recreation
Master Plan: Update**
Electric Service: Public Information and Education Program
IT Master Plan: Development
Downtown Gateway Signage
Main Street Conference in 2012: Funding, Planning

Town of Clayton Management in Progress 2010

- 1. Financial Plan with Five Year Projections**
- 2. Energy Audit for Town Government**
- 3. Vehicle Replacement: Funding**
- 4. Retirement System Adjustment 2%**
- 5. Land Banking: Acquisition**
- 6. Fire Station 3: Land Acquisition**
- 7. Foreclosed Developments/Foreclosed and Abandoned Homes: Policy and Actions**
- 8. Energy Audit Program (Home/Commercial) Energy Conservation Program Expansion**
- 9. Historic District: Designation**
- 10. Downtown Façade Grant Program**

Town of Clayton Major Projects 2010

- 1. Law Enforcement Center**
- 2. Automated Meter Reading Program**
- 3. Caterpillar Product Design Center Water/Sewer Line**
- 4. 2008 Bond Street Projects: Priority and Construction**
- 5. Mountains to Sea Trail: Development**
- 6. All Star Park: Development**
- 7. East Clayton Community Park: Phase I**
- 8. Sam's Branch Greenway Project**
- 9. Clayton High Beautification Project**
- 10. Downtown Parking Lot**

SUCCESS 1

**FINANCIALLY RESPONSIBLE TOWN
GOVERNMENT PROVIDING QUALITY
SERVICE**

ACHIEVEMENTS 2011

1. Law Enforcement Center: Community Use, Interview Room, Town Server, Evidence Storage and Security, Storage Area, Interagency Space, Incorporated Old Facility (\$3 million less than estimated), Private Debt with Short Term and Custom Payment Plan
2. Solid Waste Contract Extension: No Price Increase, Recycling Expansion and Recycling
3. Health Insurance Plan: 3% Reduced Rate
4. Bond Deferred Sale: Better Interest Rate, Consistent with Federal Policy
5. Bonus for Town Employees: Dollars in Employees Pockets, Process in Developing Alternatives
6. New Directors: Hiring in Library, Electric, Planning, Good Process and Selection
7. Fund Balance: 29 to 41% Increase
8. Water and Sewer Rates: Adjustment, Financially Responsible Decisions
9. Water Tank: Design, Funding
10. Grants: Water Tower (800,000 + 700,000), Caterpillar (800,000), River Land Acquisition (300,000), Sidewalks (78,000/95,000), Pedestrian Separation (30,000)
11. Television Programs: Higher Quality

VALUE TO RESIDENTS

- + Top quality municipal services provided by the Town
- + Town services delivered in a cost effective manner
- + Reliable services necessary for daily living – no worry
- + Town facilities that facilitate efficiently and customer services
- + Easy, convenient access to Town services and information
- + Responsible financial stewardship by Town Council and Management
- + Town leveraging resources through grants and outside funding sources

SUCCESS 2

GROW THE LOCAL ECONOMY

<i>ACHIEVEMENTS 2011</i>	<i>VALUE TO RESIDENTS</i>
1. Coke Distribution Facility: Custom Review and Inspection Process; 85 Employees; 250,000 Square Feet	+ Jobs for residents + Businesses investing in Clayton (even during a recession)
2. Northeast Foods: 81 Employees	+ More diverse economy and tax base
3. Caterpillar: R & D and Assembly Plan \$33 Million Investment, 199 Employees	+ Less reliance of residential tax base
4. Grifols Expansion: 300 Employees, \$400 Million Investment	+ Opportunities for 1 st class office space in Clayton
5. Building Blocks Daycare: Public Infrastructure	+ More housing choices in Clayton
6. Spring Branch Mixed Use Development: 36,000 Square Foot; Class “A” Office; Assisted Living Facility (permitting)	+ More business travelers coming to Clayton
7. 42 West: Additional Office Building	
8. Amelia Station Mixed Use Development: Proposal	
9. River Wood: Market and Out Parcels, Town Homes	
10. “Think Clayton” Marketing Campaign	

SUCCESS 3

MANAGE GROWTH PRODUCING QUALITY DEVELOPMENTS

<i>ACHIEVEMENTS 2011</i>	<i>VALUE TO RESIDENTS</i>
1. Spring Branch Project	+ More and diverse housing options and choices in Clayton
2. River Wood Ranch Project: Food Lion, Outparcels	+ Protection of property values
3. 42 West Project	+ Improved quality of streets
4. East Village Mixed Use: Apartment, Single Family, and Townhomes	+ Rebirth of housing subdivisions that stopped construction
5. Amelia Station Project	+ Jobs for residents and local businesses
6. Scenic Highway Overlay District: Adoption	
7. Summerlyn Subdivision: Rebirth	
8. 2008 Street Bond Projects	

SUCCESS 4

EXPAND LEISURE OPPORTUNITIES AND ARTS COMMUNITY

ACHIEVEMENTS 2011

1. Dog Park: Opening, Successful
2. Sam’s Branch Greenway to the River
3. Mountain-to-Sea Trail: Completed, Bridge across River
4. East Clayton Park: Construction
5. Horn Square: Completion
6. All Star Park
7. Northside Park: Land Acquisition 79 Acres
8. Community Center: Opening

VALUE TO RESIDENTS

- + More in town choices for your leisure time
- + Beautiful trails connecting to Clayton
- + Opportunities for healthy living in Clayton
- + Trails for leisure and recreation
- + Preservation of Clayton’s natural beauty
- + More parks to enjoy

SUCCESS 5

BEAUTIFY THE TOWN OF CLAYTON

ACHIEVEMENTS 2011

1. Horn Square: Completion
2. 1st Public Art
3. New Banners: Installed
4. Code Enforcement: More Active
5. Property Maintenance along Highway 70
6. Non Conforming Signs
7. Law Enforcement Center Design with Art and a Memorial

VALUE TO RESIDENTS

- + More attractive and inviting Downtown and community
- + Protection of property values
- + Positive first impression for Clayton
- + Attractive “curb appeal”
- + More attractive, clean buildings and homes
- + More public art for the community to enjoy

SUCCESS 6

CREATE AN ALIVE DOWNTOWN

ACHIEVEMENTS 2011

1. Horn Square: Completed
2. Front Street Extension: Agreement
3. Free Wi-Fi
4. Undergrounding Utilities
5. Metal Gates: Blank Spaces
6. Law Enforcement Center
7. Shop at Home (with Chamber)
8. Special Programs: Concert Series, Harvest Festival, Christmas Tree Lighting
9. Main Street Conference: Great Experience for All
10. Farmers Market: Successful
11. NC Rail Agreement on ROW Use and Maintenance

VALUE TO RESIDENTS

- + Downtown becoming the “Heart of Clayton” community
- + More reasons to go Downtown – more activities and things to do
- + More attractive and personally inviting Downtown
- + “Connected” Downtown for all
- + Opportunities to showcase Clayton community
- + Greater use of Downtown to host conferences and events

Town of Clayton Actions to Reduce Cost to Government

- 1. Inhouse Planning: Code Revision, Small Area Planning**
- 2. Electronic Transfer for Bill Payment**
- 3. Equipment: Contracts for Copiers, Data**
- 4. Land Lines: Number, Contracts, Add VOIP, Pooling Minutes**
- 5. Standard Phones**
- 6. Vehicle Maintenance: eService Request, Changed Lubricant, Mixed-Time between Oil Changes**
- 7. Credit and Debt Payment, Reduced Cost of Printing Bill**
- 8. Energy Cost: Reduced Number of Servers**
- 9. Contract for Custodial Services**
- 10. County: Code Red Partnership**
- 11. Reduced Pagers: Public Works, Fire**
- 12. NCDOT Reimbursements for Mowing**

- 13. Library Book Purchasing Method**
- 14. Email and online Parks and Recreation Registration**
- 15. Police Attorney: Fixed Price, Reduced Rate**
- 16. Solid Waste Contract: Extended, No Increases in Years 1 and 4**
- 17. Landscaping Contract: Waived Increase**
- 18. Planning and Public Works: Swapped Vehicles**
- 19. Advance Certificates for Police: Reduced Liability Insurance**
- 20. Weapons Trade for New Weapons: No Cost**
- 21. Storm Water Phase II: Using Johnston County Personnel, Common Framework**
- 22. Electric Equipment Purchase (e.g. Transformer)**
- 23. Debt Refinanced: Shortened to 20 years**
- 24. Bond Financing**
- 25. Renegotiated with Microsoft**
- 26. Safety Training Program**
- 27. Group Health Insurance: 3% Premium Reduction**

Town of Clayton Town Government Service Reductions

- 1. Customer Service: Volunteer Coverage, Reduced to 4 hours**

Town of Clayton Town Government Service Increases

- 1. 24-Hour Engines (2): Response (reduced by 2 minutes)**
- 2. Storm Water Program: Public Education, Retention and Detention, Regulation**
- 3. Horn Square: Maintained**
- 4. eRecycle: Additional Program**
- 5. Channel Programming: Expanded**
- 6. Community Events and Activities: Support**
- 7. After School Programs**
- 8. Dog Park: Opening**
- 9. Programs: Adult Athletics, Girls Volley Ball**
- 10. Community Garden and Gardening Classes with Partnership FFA, County**
- 11. Public Art and Arts**

- 12. Home Schoolers: Library, Recreation**
- 13. Library and Adult Programs and Social Interaction,
“J” Club**
- 14. Conference Facility: use**
- 15. CERT Program: Growing, Assistance in Fire
Prevention**
- 16. Rescue: State Certification**
- 17. Greenway: Smiles**
- 18. Croups Coming to Council**
- 19. Open Request: Up**
- 20. Online Bill Payment**
- 21. Fire Insurance: Information, Savings**
- 22. Development Review Process: Streamlined, Better
Coordination**
- 23. Façade Program**
- 24. Recycling Containers 64 – 96 Gallons**
- 25. Code Enforcement: Selected Areas**

- 26. Wireless “Hot Spots”: Downtown**
- 27. Backflow for All Businesses**
- 28. Collection: Stepped Up, Call People**
- 29. Artist-in-Residence**
- 30. Energy Audit Program**
- 31. Facebook and Social Media**
- 32. Six Management Teams: Better Coordination,
Completion of Projects**
- 33. Online Code Text Changes**
- 34. Computer Classes for Seniors**

**DEPARTMENTAL SUCCESSES
CITY OF CLIENT
2011**

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Administration

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Acquired 79 acre future park site on the Neuse River.

Impacts: Value: Acquired property on a value basis during a recessionary period of deflated costs. Growth. Allows the Town to meet the ever increasing demand for public open space and recreation. Environment. Protects a large tract of river frontage from being developed with related runoff and other adverse impacts.

Success: Hosted NC Main Street Conference

Impacts: Beneficial financial impact for local restaurants and hotels. Great state-wide exposure and prestige.

Success: Developed and implemented a new "Team" structure for project tracking, collaboration, and communication.

Impacts: Created opportunity for synergy among affiliated management staff, a beneficial tracking structure for ongoing projects with a degree of urgency for established deadlines. Improved productivity and communication

Success: Completed CLEC project to include Fallen Officers Memorial.

Impacts: Saved money by accelerating schedule to build essential new facility, consolidated police personnel from many facilities to single facility to improve command and communication, maintained downtown presence, improved training facilities, improved morale with Officer's recognition.

Success: Acquired several grants to leverage significant value for citizens.

Impacts: Water Tower EDA Grant= \$800,000
Water Tower Rural Center Grant=\$700,000
CAT Rural Center Category B Grant= \$500,000
CAT Rural Center ED Grant= \$300,000
NE Foods CDBG= \$700,000
River Property PARTF Grant= \$300,000
Front Street Construction LAPP Grant (CAMPO)= \$1.2M
East Area Neighborhood Sidewalk Project (CAMPO)= \$60,000
Pedestrian Connector Feasibility and Design (CAMPO)= \$76,000
Pedestrian Separation Study for Sam's Branch (State Parks)= \$30,000
MST/Greenway right of way acquisition (State Parks)= \$100,000

Success: Partnered with Chamber of Commerce to develop "Shop At Home" marketing program.

Impacts: Leveraged dollars and coordinated efforts with Chamber on important program, improved public awareness of importance to both business and government to keep \$\$\$ at home, kept some \$\$\$ local.

Success: Negotiated a favorable extension on our solid waste disposal contract.

Impacts: -Held first ever E-Recycling event at no additional cost to the Town
-Developed schedule for upsizing of recycling containers from 64 to 96 gals. at no additional cost to the Town.
-Contained future cost increases to a known and manageable amount by capping max CPI adjustment.

Success: .Hired top quality new staff.
-Electric System Director
-Library Director
-Planning Director

Impacts: .Assured first quality continuity of service upon the retirement of three key, long term staff persons.

Success: .Implemented Medical Reimbursement Plan (MRP)

Impacts: .Reduced actual cost of health care premiums.

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Cultural Arts

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: 982% increase in output (events/rentals) since opening doors. FY11 held 1,125 annual events (avg 3.09 events/day).

Impacts: Increased services to public, increase revenue to town and increased ancillary income to local businesses.

Success: Planning of Main Street Conference

Impacts: Though conference held in 2012, much planning occurred during 2011. Department was well prepared for conference due to advanced planning.

Success: Robert Cray SRO and concurrent large-scale non-competing event

Impacts: Successfully launched ninth professional season ahead of schedule and with a sold-out Standing Room Only performance. The addition of a September performance meant shifting all season deadlines, including printing and season ticket sales, back by one month and opening the season at the peak of lobby and conference center rentals. TCC was able to coordinate effectively the sold-out performance at the same time as a large wedding rental. The show attracted a large out-of-town audience that was unfamiliar with the center. This exposure resulted in increased ticket sales for other shows in the 2011-12 series and new patrons for other Center events.

Success: Transition of new Conference Center Coordinator

Impacts: Maintained basic service to public due to ability to place experienced and willing part-time staff member in interim role. Attracted competitive applicant pool.

Success: RFQ for artist-in-residence attracted competitive talent.

Impacts: Increased awareness and association of Clayton as artist community.

Success: Updated/refined auditorium/conference center emergency procedures plan generated by CA staff with collaboration and support of multiple departments; maintained regular internal staff training of full-time, part-time and volunteer procedures.

Impacts: Maintained staff preparation to handle crowd-control and appropriate response to emergency situation.

Success: Cross department collaboration--worked with Customer Service and P&R to launch main desk volunteer program—assisted with development of training materials, creation of application, and marketing of program/recruitment of volunteers.

Impacts: Developed response to service need within current financial means of town.

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Customer Service

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Completed scanning project

Impacts: Reduced amount of paper work that department must store. Ease of access to customer documents for staff.

Success: Re-write of Customer Service Policies

Impacts: More concise and easy to follow policies for customers.

Success: Implemented new internal control procedures

Impacts: Decreased exposure for cash station shortages/overages.

Success: Changed practices concerning extensions

Impacts: Payment extensions are consistent for all customers.

Success: Implemented E-Receiveables with First Citizens Bank.

Impacts: Improved efficiencies of staff by reducing number of mail payments that were processed on a daily basis. Average over 600 payments per month with E-Receiveables.

Success: Expanded offerings to customers i.e. improvements to Budget Bill process

Impacts: Enhanced customer communications

Success: Updated all forms

Impacts: Accurate information being distributed to all customers

Success: Reduced bill printing costs

Impacts: Cost savings to Town

Success: Improved use of bill backer

Impacts: Improved means of communications to customers

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Electrical

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: CLEC "Clayton Law Enforcement Center" Installed new facilities and removed old facilities.

Impacts:

- Enhanced continuity of power and aesthetics

Success: Rollingwoods , Replaced old ug cable, switches and transformers and installed new facilities.

Impacts:

- Enhanced continuity of power and aesthetics
- Gained goodwill with TOC customers.

Success: All Star Park, Installed new ug facilities

Impacts:

- Connected power to building at park.
- No visual of cable, aesthetics of park enhanced

Success: Tree Trimming Project "South @ East Feeders

Impacts:

- Continuity of power
- Content TOC customers
- Public safety enhanced

Success: Tree Trimming Projects "Hot Spots all over town, such as WWTP "

Impacts:

- Continuity of power
- Content TOC customers
- Public safety enhanced

Success: Load Management Program ,New Installations and aggressive maintenance program

- Impacts:**
- More LM Units operating properly in unison with their TOC credits
 - Helps TOC meet the Wholesale Peak Demand ,lower cost

Success: Brigadoon Subdivision cable and facilities replacement

- Impacts:**
- Continuity of power and aesthetics
 - Content TOC customers

Success: Walden Woods Subdivision cable and facilities replacement , Phase 1

- Impacts:**
- Continuity of power and aesthetics
 - Content TOC customers

Success: South Feeder Pole replacements to accommodate sewer r.o.w.

- Impacts:**
- Poles were moved to help with Public Works Infrastructure

Success: Fuse Coordination @ Labeling Project- Engineering Part

Impacts: Engineered map for Electrical Crew to implement construction phase.

Success: Upgraded 200Amp Regulator to 400 Amp Reg., South Feeder

Impacts: Creates uniformed 400 amp Regulated Capacity for Entire Substation

Success: Upgraded McDonalds' facilities, OH to UG

Impacts: Enhanced continuity of service and aesthetics

Success: Maintenance effort ,Rotten poles on Old Garner Rd including Forestry Complex.

Impacts: Continuity of power and safety

Success: Replace transformers in enclosure at Senior Living Apts. " Clayton House "

Impacts: Continuity of power, environmental impact

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Finance

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Implemented new PCard program

- Impacts:**
- Required electronic review/approval of transactions (improved internal control)
 - Imported transactions into NWS (improved reporting and tracking)

Success: CAFR Award for 10th consecutive year

- Impacts:**
- Generated admiration, prestige, recognition, and respect (positive public relations)
 - Clearly communicated financial story to public (disclosure and transparency)
 - Aid credit review and securities marketing

Success: Town lived within its financial means (self-sufficient)

- Impacts:**
- Increased net assets across the board (improved financial condition)
 - Satisfied LGC performance criteria (No warning letter)
 - 32% Unassigned Fund Balance (compliance with financial policy)

Success: Alternative financing option for CLEC Project

- Impacts:**
- Saved \$3.2 million in interest (lower borrowing cost)
 - Favorable outlook by credit rating agencies (prudent fiscal management)
 - Higher debt service burden (budget planning)
 - Fallout with USDA (business relationship)

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Fire Department

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Implementation of the Shift Program

Impacts: 1/15/2011 began 24 hour staffed engine company at fire station #2.

- With the addition of the engine company response times for station #2 we reduced from 9:35 in 2010 to 7:31 in 2011.

Success: Educational Methodology

Impacts: Currently CFD has 31 staff that have met the NC Fire Instructor Certification; 12- Level I, 18- Level II, & 1- Level III

Success: Fire Officer I & II

Impacts: Currently CFD has 25 staff that have met the NC Fire Officer Level II Certification

Success: Physical Fitness Program

Impacts:

- Obtained the Peer Fitness Trainer (PFT) Certification- nationally sponsored by IAFF, IAFC, and the American Council on Exercise.
- FEO Matt Sutphin became certified in 2011. Matt will be partnering with Concord FD staff for recertification/testing.
- CFD Agility Test was updated in 2011 to resemble more job related tasks. Includes resistance, cardio, and functional training exercise/drills. Also used for PT workouts and is required annually for all firefighting staff.
- Annual medical physicals and blood work required for all staff. Meets OSHA requirements and NFPA Standards.

Success: NC Association of Rescue and Emergency Medical Services Certifications- Heavy Rescue, Confined Space, Trench/Collapse and High Angle

Impacts: CFD has been inspected by NCAREMS and has passed all requirements as a department for the above provider certifications. Most of our department members hold NC Certifications for these rescue specialties. Through ongoing training and preparedness our citizens are provided these services.

Examples of 2011 notifications and incidents;

- Receive 4 or more notifications each week for Confined Space entries from the Town of Clayton or other local Industries in the response district.
- Requested by Emergency Management to respond to the April Tornado incident in Micro for search/rescue and collapse capabilities.
- Rope rescue/high angle incident involving a rescue down a 60 foot embankment for patient extrication
- Heavy rescue extrication incident at Hwy 70 By Pass/Ranch Road 18 wheeler vs pickup truck, air bags and specialty rescue equipment during the incident.
- Vehicle in a tree (not on a tree) with stabilization and patient extrication.

Success: Clayton CERT

Impacts: Began in 2010 and since we have approximately 32 members on the Team.

- The CERT Team has been recognized by County and State Officials for their participation, enthusiasm, and the unique programs and projects they are doing.
- In my opinion an ongoing barrier between the Northside Community and the Town has been broken down by the Fire Department and members of the CERT Team. Team members at one time were cautious about visiting or participating in any activities at Town facilities. Currently they are very supportive of Town staff and feel welcome for activities and events.

Success: 2010 Hazard Mitigation Plan

Impacts: Plan update approval process completed

Success: Mobile Command Post

Impacts: Acquired a 2005 31' Jayco Travel Trailer through NC State Forest Service Loan Program for Fire & PD use.

Success: Completion of 4 Year Fire Prevention School

Impacts: Fire Marshal Atkinson and Battalion Chief Hill completed the four year Fire Prevention School sponsored by the North Carolina Association of Fire Chiefs and the North Carolina Code Officials Qualification Board.

Success: Risk Management Program

Impacts: In 2007 our total annual incidents had risen to 886. We reorganized some of our risk management programs with the intent of reducing or eliminating emergency incidents. Even with the continued growth including increased traffic on our roads and highways the total annual incidents for 2011 was 710. We think contributing factors to this reduction include the following programs.

- Fire alarms receive a follow up inspection/educational visit from the Fire Marshal to assure the system is serviced and maintained by the responsible party.
- K-5 schools receive fire prevention and educational programs during the nine month school year instead of cramming it in during Fire Prevention week.
- Daycares, senior centers and church school programs receive educational programs annually.
- Pre-incident survey program has been re-organized and reviewed by staff two times each year for updated information.
- FM attends all TRC meetings with Town staff and then updates FD staff as needed.
- CERT assists with the Smoke Detector and Maintenance program two times each year.

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Human Resources

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Recruitment of Planning Director and Library Director

Impacts: Due to the retirement of two employees we were faced with the issue of successfully recruiting for not just positions, but department heads. In both cases we were very successful. So far, so good.

Success: Implement E-Verify

Impacts: The Town must verify that all individuals we plan to employ are indeed authorized to work in the United States. This involved training to ensure that all documentation sent to HR was done so in a timely manner and correctly. Any new hire has to be verified within 3 days of hire.

Success: MERP – Medical Expense Reimbursement Plan

Impacts: Beginning in FY 2010-2011 the Town implemented the MERP plan to help offset the cost of a higher deductible and coinsurance that were put in place to reduce the increase of health insurance premiums. One impact has been to make certain all employees affected are made aware and are reimbursed as allowed to pay their health bills. This process brings questions to HR and many employees seeking assistance with paperwork for submittal of claims for reimbursement.

Success: One time 2% bonus for all full time employees

Impacts: Employees were given a onetime 2% of salary bonus. The impact could have been a great one had it not been for Uncle Sam and the taxes that were withheld. All in all, employees were mostly satisfied.

Success: Recruitment of various positions

Impacts: Through a qualified pool of applicants we filled various positions within the Town.

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Information Technology

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Completed construction of new server room in CLEC.

Impacts: Reduced vulnerability to town network caused by inadequate physical facilities.

Success: Relocated live network to new server room.

Impacts: Improved overall system reliability and introduced added layer of redundancy.

Success: Rerouted fiber connection to CLEC.

Impacts: Eliminated connection through Annex Building thereby eliminating vulnerability during power outage.

Success: Converted to virtual server network.

Impacts: Reduced system vulnerability due to failures in hardware. Improved system performance.

Success: Upgraded sequel Server to SS2008.

Impacts: Provides expanded functionality for network. Allowed us to upgrade NWS to newest version.

Success: Upgraded NWS to 7.0 SP5.

Impacts: Enhanced functionality.

Success: Continued to reduce costs in areas of internet connectivity, cell phones, and copier rentals.

Impacts: Reduced budgetary impacts.

Success: Implemented offsite storage of backups.

Impacts: System reliability.

Success: Launch of PEG Channel programming.

Impacts: Outreach to community.

Success: Elimination of four fax landlines with conversion to VOIP.

Impacts: \$3,000 annual savings

Success: Restructured/Renegotiated copier lease and service contracts.

Impacts: \$7,400 annual savings.

Success: Reviewed and renegotiated cell phone contracts.

Impacts: \$7,200 annual savings

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Library

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Increased art exhibits in the library

Impacts: Partnerships

Success: Identified and hired new library director

Impacts: Fresh focus
New goals

Success: For fourth year, increased book sale totals and attendance

Impacts: Increased funds
Patron loyalty

Success: Maintained sponsorship of the Clayton Library History website

Impacts: Town visibility
Competitive anchor

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Parks and Recreation

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Completed East Clayton Dog Park.

Impacts: First off-leash dog park in Clayton and Johnston Co. and early attendance exceeded expectations.

Success: Began construction of Phase 1 of East Clayton Community Park

Impacts: When completed in late summer will include department's first regulation baseball and soccer field along with a one mile trail, picnic shelter and open play spaces.

Success: Started after school program

Impacts: Fulfilled a design element in the Community Center and the first group began in September.

Success: Started Community Garden

Impacts: Received grant from Blue Cross Blue Shield to purchase equipment and two Eagle Scout projects built raised beds and compost bins. Planting by summer camps kids produced 400 lbs. of food in the fall that was donated to the local Clayton Area Ministries food bank.

Success: Reinstated the July 4th Celebration

Impacts: After missing a year because of budget cuts the event was successful and a large crowd attended.

Success: Purchased 79 acre tract along the Neuse River.

Impacts: Significant because of its location in an area needing a future park and because the statewide Mountains-to-Sea Trail will be built along the parcels 3000' river frontage.

Success: Developed a girl's youth volleyball league.

Impacts: Met a demand for more athletic programming for girls and the first youth volleyball league. Played in the fall before basketball season.

Success: On line registration and credit card option for payment

Impacts: Both had been asked for by participants and met a public demand for not having to come by the office and having an alternative payment option.

Success: Received a \$300,000 Parks and Recreation Trust Fund grant

Impacts: Significant since it was for land acquisition for a future park site and was the number one rated grant project in the state funding cycle. Will also provide a trailhead for the Mountains-to-Sea Trail under construction.

Success: Established new partnerships

Impacts: Developed a partnership with the Johnston County Health Department, Johnston County Extension Service and Blue Cross Blue Shield for wellness programs that reach all age groups. Each has programs and grant opportunities to match our facilities.

Success: Established Department Facebook page.

Impacts: Will enhance publicity for programs and special events and potentially reach new segments not served by traditional means of advertising.

Success: Expanded class offerings

Impacts: Established new classes in fitness, arts, pottery, computer training, and gardening. These included all groups from seniors learning computers to children learning gardening, to youth taking pottery to working with homeschoolers in art classes.

Success: Department recognition from North Carolina Special Olympics

Impacts: Recognized statewide as "organization of the year" for work with Johnston County Special Olympics.

Success: Expanded Senior Games State Tournaments

Impacts: Along with hosting the North Carolina Senior Games Bocce Tournament Clayton was also chosen to host the first Senior Games Cornhole Tournament. A two day tournament in the fall will bring new participants to town.

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Planning

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Scenic Highway Overlay Regulations / Area Plan (2010 Top Priority)

Impacts: Establishes regulations to protect the scenic vistas of the new US HWY 70 Bypass while encouraging development activity at primary interchanges on each end of Town. The primary interchanges include the HWY 42 / 70 bypass interchange and the HWY 70 / 70 interchange. These new regulations protect sensitive areas of the town, promote and plan for quality development at the interchanges, and provide aesthetic improvements for citizens and visitors.

Success: Right-Of-Way Clean-Up / Code Enforcement Enhancement (2010 Top Priority)

Impacts: Code enforcement began proactive engagement of business owners to explain code rules and regulations. This upfront effort brought many businesses into compliance with code without the need of fines. Staff also began a comprehensive enforcement/removal of encroachments into the right-of-way for Business HWY 70 and HWY 42. These efforts have included the removal of illegal/off premise signs and getting businesses to move product back onto their property. In addition, temporary uses are properly located and enforced. These efforts improve the aesthetics and the image of the Town for residents and visitors alike.

Success: Unified Development Code (UDC) Updates (2010 Top Priority)

Impacts: With direction from Town Council, planning staff identified necessary modifications and introduced multiple updates to the UDC. These modifications include updated board attendance policies, updated/enhanced common review procedures, updated residential district standards and tables (including min. dwelling size by district), enhanced thoroughfare overlay district regulations, corrective (glitch) changes to land use regulations, wireless (tower) regulations, general development standards update, and common signage appearance modifications. These changes improve the quality of development and simplify requirements for residents and business owners.

Success: Development Application Update

Impacts: Planning staff updated all of the Town’s development applications and established a plan requirements guide to assist developers with the preparation of their application package. In addition, the new applications and guides were made available electronically on the Town’s website.

Success: Technical Review Committee (TRC) Modifications

Impacts: TRC is an important staff committee which reviews and comments on new and modified development in the Town. To enhance the process, Planning staff modified TRC to include a preliminary plan review (story time), completion of TRC comments with transmittal to applicants prior to the meeting (allows for better dialogue) and applicants’ mandatory attendance to the TRC meeting to review the comments. Staff also modified the schedule to allow more upfront review time and developers adequate time to respond.

Success: Appearance Standards (2010 High Priority)

Impacts: Planning staff began incorporating appearance standards into the review process. Using the Town’s Design Guidelines as a base, special attention is given to architectural consistency, screening of mechanical equipment, landscape upgrades and focal point design. Staff also incorporated specific architectural requirements for property and development within the Scenic Highway Overlay. In addition, planning started the development of specific appearance standards for non-residential uses. These standards will require the owner and operator of all real properties within the Town to maintain the exterior of the premises and structures to conform with all Town codes and ordinances, avoid blighting influences on neighboring properties; and avoid the creation of hazards to public health, safety, and welfare.

Success: “Think Clayton” Marketing (2010 Top Priority)

Impacts:

- Content has been developed for “use rights”
- Not yet on TOC website, but provided to inquiries about use of logo
- Advertising campaign implemented in 2010/2011 with joint ads, including “Downtown Clayton as local people who own local businesses”
- Think Clayton merchandise purchased and distributed
 - Shirts, hats, license plates, pens and tote bags
 - 2nd round included addition of motorcycle size plates
- Street banners installed with Think Clayton logo (1/12)

Success: Main Street Conference (2010 High Priority)

Impacts: Complete! Approximately 350 attendees exposed to Clayton, providing an economic boost to the community.

Success: Downtown Gateway Signage (2010 High Priority)

- Impacts:**
- 1st sign was installed at Main Street & US 70 in March, 2010
 - Additional locations identified in Downtown Master Plan
 - Robertson & Main
 - Fayetteville & Main (Town Square area)
 - Lombard & Horne

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Clayton Police Department

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: The per capita crime rate remained consistently low in 2011. Violent crime was down 17 percent with only 3 commercial robberies reported. There were no homicides for the fourth consecutive year.

Impacts: Community safety is enhanced even in the face of economic conditions that tend to elevate crime levels nationwide. Confidence in police services is elevated.

Success: Traffic accidents reduced by 4.4% in 2011 over prior year.

Impacts: Improved motorist safety and better traffic flow

Success: Several officers enrolled in Community College / University degree programs.

Impacts: Better trained officers can better serve the public.

Success: Purchase of 17 in-car thermal printers for the officers on patrol.

Impacts: Reduce maintenance costs and allow all to utilize e-citations which increases efficiency and saves on paperwork.

Success: New police department (CLEC)

Impacts: Improves efficiency of operations to better serve everyone.

Success: Over one million visitors to the Clayton Police website (www.claytonpolice.org)

Impacts: Information was distributed worldwide, but many community residents used the internet site to communicate with the department, especially after business hours.

Success: Large In-Door Marijuana Grow Operation (large seizure and arrest made with Unauthorized Substance Tax being levied by NCDOR)

Impacts: Public safety enhanced by reducing flow of illegal drugs and UST revenues were provided to the Town saving money for equipment purchasing.

Success: **Three area residents were arrested quickly after high-profile drug store robbery and carjacking followed by successful federal prosecutions.**

Impacts: **Improved cooperative relations with federal law enforcement and judicial officials and removed serious offenders from the community. Public safety and confidence in police performance was elevated.**

Success: Staffing of department - We have had four to five suitable candidates “in waiting” throughout the year.

Impacts: Saves time and effort on recruiting and increases the quality of our recruitment pool thus creating better hires for serving the town.

Success: Community Action Team involvement with Neighborhood Watch Programs.

Impacts: Better crime prevention and improved public relations.

Success: Code Enforcement personnel handled 1,581 calls in 2011.

Impacts: A high level of compliance has been achieved improving quality of life in Clayton.

Success: Several law enforcement Intermediate and Advanced certifications awarded to officers.

Impacts: Over half our sworn officers hold the certificates which are the highest measure of achievement by the State Training and Standards Commission. Savings are realized through discounted insurance costs for the Town and by reduced exposure to liability.

Success: Animal Control assisted with input toward development of new dog park.

Impacts: Served dog owners better.

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Integration of Building Inspections into Public Works - Engineering Division

Impacts: Improve staff interactions and customer service delivery

Success: Create Town website access to the Infrastructure Specifications/Design Manual

Impacts: Improve availability for public and engineering consultants

Success: Install automatic door openers at Community Center

Impacts: Improve citizen/customer accessibility

Success: Construct trailhead for Sam's Creek Greenway

Impacts: Provides parking/access for greenway

Success: Replace boiler heat exchanger at Community Center

Impacts: Equipment reliability/energy savings

Success: Arbor Day tree planting at Community Park

Impacts: Beautification, involve local community with national event

Success: Prepare downtown area for hosting of Main Street Conference (clean-up, painting, landscaping, S/W repairs)

Impacts: Improve appearance for citizens/visitors

Success: Horne Square additions and improvements

Impacts: Enhance public use/enjoyment during events

Success: Participate in completion of Dog Park (D/W relocate, concrete work, water service)

Impacts: Provide additional Parks & Recreation facility for public use/enjoyment

Success: Sidewalk grinding

Impacts: Improve pedestrian safety at nominal cost/save money

Success: Complete Caterpillar Lift Station abandonment

Impacts: Eliminate overhead power lines; reduce maintenance costs and liability

Success: Extend JMH Lift Station force main to by-pass Walnut Creek Lift Station

Impacts: Delay Walnut Creek Lift Station upgrade, save energy by eliminating re-pumping of wastewater

Success: Grade, stabilize and mowing of existing sanitary sewer easements

Impacts: Gaining access to sewer outfalls for maintenance/repairs as mandated by our sewer collection system permit

Success: N. Fayetteville Street sewer line and manhole replacement project

Impacts: Reduce potential for sewer main failure, sanitary sewer overflow, property damage

Success: Glen Laurel #1 Lift Station pump base replacement

Impacts: Reduce energy use, potential for malfunctions and sanitary sewer overflow

Success: Phase I Manhole Rehabilitation Project

Impacts: Reduce In-flow & Infiltration, corrosion and possible system failures

Success: Install permanent generator at Neuse River Lift Station #1

Impacts: Reduces possibility of sanitary sewer overflow due to power outages

Success: PAX Mixing System installation in existing elevated water storage tanks

Impacts: Improve water quality in elevated tanks and throughout the water distribution system

Success: Central Street Lift Station pump control panel replacement

Impacts: Improve reliability, minimize possible sanitary sewer overflows and call outs

Success: S. Barbour Street sewer line replacement

Impacts: Minimize line surcharges, maintenance work and possible failure

Success: Treat 647,414,302 gallons of wastewater collectively in the waste treatment system within budget and NPDES permit limits

Impacts: Provide excellent environmental stewardship and value to our customers

Success: Complete LCWRF influent wet well rehabilitation project on schedule/under budget

Impacts: Extend useful life of critical structure

Success: Completion of Sam's Branch Greenway

Impacts: Provide additional Parks & Recreation facility for public use/enjoyment

Success: Select design firm for Community Center/Cooper School pedestrian connector project

Impacts: Project will improve connectivity between community facilities

DEPARTMENTAL SUCCESSES 2011

Clayton, North Carolina

February 2012

DEPARTMENT: Town Clerk

Please list your department's most important achievements that were completed during 2011 under "Success." Under "Impacts" please explain what the benefits to the town and to a citizen were as a result of each achievement.

Success: Records disposition.

Impacts: Team effort; inter-department cooperation; reduced liability by eliminating records that no longer had reference value; opened space for future storage of records.

Success: 2011 Citizen Recruitment

Impacts: Citizen participation through service on Town advisory board.

Success: Update of Town Code of Ordinances – Online Version

Impacts: As the Council adopts new ordinances or amends current ordinances, the publisher updates the on-line version.

Success: 2011 Supplement to Town Code of Ordinances

Impacts: The paper supplement to the Town Code of Ordinances was requested in September and will be finalized by March 2012 after adoption of ordinance by the Council.

Success: New Audio Equipment

Impacts: Both the Clerk to the Council and the Clerk to the BOA & PB have software on computer laptops that enables recording of the meetings of the boards. Foot pedal allows for easier transcribing for quasi-judicial hearings. THANK YOU!!

Success: Municipal Elections.

Impacts: Cooperatively worked with the Board of Election.

Success: Delivered minutes of the Town Council and Planning Board to the Dept of Archive for microfilming

Impacts: Serves as a back-up copy for the Town

Success: Serving NCAMC

Impacts: Currently serving as President (August 2011 – August 2012)

STRATEGIC PLAN

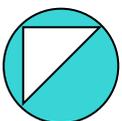
2012 → 2017 → 2025

EXECUTIVE SUMMARY

***Mayor, Town Council
and Town Manager***



***Clayton, North Carolina
March 2012***



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STRATEGIC FRAMEWORK

VISION 2025

“Desired Destination for Clayton”

PLAN 2017

“Map to Clayton’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of City Government”

BELIEFS

“Expectations of City Employees”

Clayton Vision 2025

CLAYTON 2025 IS
a *BEAUTIFUL TOWN*⁽¹⁾ with
a *UNIQUE, ALIVE DOWNTOWN*,⁽²⁾
a *GROWING ECONOMY*⁽³⁾ and
a reputation as an *ARTS COMMUNITY*.⁽⁴⁾

OUR CLAYTON RESIDENTS
have choices of *LIVABLE NEIGHBORHOODS*⁽⁵⁾
have *EASY MOBILITY*⁽⁶⁾ and enjoy
GREAT LEISURE AND CULTURAL
OPPORTUNITIES.⁽⁷⁾

WE TAKE
PRIDE IN OUR CLAYTON COMMUNITY.⁽⁸⁾

**“Clayton – The Premier Community for
Active Families”**

Vision 2025

Guiding Principles

PRINCIPLE 1

BEAUTIFUL TOWN

► Means

1. Well-designed, maintained and landscaped properties – public and private
2. Well-designed and well-maintained streetscapes, parks and public spaces
3. Beautiful natural Neuse River with public access for enjoyment
4. Public art throughout the town
5. Attractive gateways and corridors that distinguish Clayton
6. Distinctive commercial development and buildings reflective of Clayton’s architectural character

PRINCIPLE 2

UNIQUE, ALIVE DOWNTOWN

► Means

1. Convenient access and parking in Downtown
2. Choices of quality restaurants
3. Entertainment venues for fun things to do during day and evening, such as jazz club, piano bar, supper club, theater
4. Beautiful streetscape and attractive buildings with nice façades, including water feature and public art
5. Strong link to the cultural arts with quality galleries displaying local artists
6. Open green areas with outdoor programming space for concerts, Farmer’s Market, etc.
7. Rail station or public transit stop for connection to the region

PRINCIPLE 3

GROWING ECONOMY

► **Means**

1. Strong bio pharmaceutical businesses and support businesses
2. Major distribution center for goods and products, logistics and supply chain management businesses and activities
3. Quality medical and healthcare services, including a hospital, outpatient clinic(s), rehabilitation facility(ies)
4. Assisted living facility with progressive care for seniors
5. Class “A” office space in Downtown and along corridors
6. Major manufacturing businesses

PRINCIPLE 4

ARTS COMMUNITY

► **Means**

1. Development of an “artist colony” – a place to produce art and sell to the public
2. Performance arts venues including Clayton Center and Amphitheater
3. Juried arts fair drawing national artists to display and sell their works
4. Arts festivals and events throughout the year
5. Public art displayed Downtown and throughout the community
6. Percent for art policy

PRINCIPLE 5

LIVABLE NEIGHBORHOODS

► **Means**

1. Neighborhoods designed to have minimal impact on the natural resources and with a concern about the environment
2. Availability of neighborhood amenities including parks, playground equipment, pools, tennis courts, gathering places, etc.
3. Community schools with quality educational programs
4. Strong neighborhood associations taking responsibility for their neighborhoods, encouraging neighbors to help neighbors
5. Open spaces with trees, shrubs and flowers
6. Walkable neighborhood retail shopping and services

PRINCIPLE 6

EASY MOBILITY

► **Means**

1. Well-designed, well-maintained streets, major state highways, sidewalks and multiuse trails
2. Multiuse trails connecting neighborhoods and community destinations
3. Efficient traffic flow within the Town with local street connectivity
4. Transportation link to other destinations with a Downtown station in Clayton
5. Local public transportation connecting community destinations
6. Opportunities to use alternative modes of transportation

PRINCIPLE 7

GREAT LEISURE AND CULTURAL OPPORTUNITIES

► **Means**

1. Mountains to Sea Trail and multi-use trails for walking and biking that connect neighborhoods and parks and natural resources
2. Community parks with a wide range of venues for a variety of activities (traditional parks, dog park, disc golf, skate park, casting pond, etc.) tailored to meet community needs
3. Public access and activities along the Neuse River
4. Performances at the Clayton Center, amphitheater and other venues
5. Sport complexes for recreation and tournament use
6. Partnering for leisure with governments, sports and community organizations

PRINCIPLE 8

PRIDE IN OUR CLAYTON COMMUNITY

► **Means**

1. Distinctive identity as the Town of Clayton
2. Newcomers becoming part of the Clayton community
3. Citizens and businesses taking responsibility for and contributing to the community
4. Strong community events and festivals pulling people together
5. Citizens feeling safe, secure and comfortable
6. Strong civic and community services and faith-based organizations collaborating for the benefit of the Clayton community

Town of Clayton Our Mission

**The Town of Clayton provides
*QUALITY MUNICIPAL SERVICES IN A
COST-EFFECTIVE MANNER,^(A) PLANS
AND MANAGES FUTURE GROWTH AND
DEVELOPMENT^(B) while FOCUSING ON
THE CUSTOMER.^(C)***

**The Town of Clayton is
*FINANCIALLY RESPONSIBLE^(D) and operates
with the HIGHEST ETHICAL STANDARDS.^(E)***

**The Town of Clayton
*WORKS AS A TEAM,^(F) ENGAGES CITIZENS,
PARTNERS WITH THE COMMUNITY^(G)
and is recognized as a REGIONAL LEADER.^(H)***

Town of Clayton Core Beliefs

- **Teamwork and Partnering**
- **Planning Your Work**
- **Quality Results**
- **Open Communications**
- **Stewardship of Public Dollars**
- **Responsibility for Your Actions**
- **Friendly Service**
- **Personal Integrity**

Town of Clayton Goals 2017

Grow the Local Economy

**Financially Responsible Town Government
Providing Quality Service**

Manage Growth Producing Quality Developments

Expand Leisure Opportunities and Arts Community

**Beautify the Town of Clayton and Create
an Arts Community**

Think Downtown

GOAL 1

GROW THE LOCAL ECONOMY

► **Objectives**

Objective 1 Continuing to partner with Economic Development Organizations, Johnston County, RTRP, NC DOT, Johnston Medical Center, JCATS

Objective 2 Build out Highway 42 West area

Objective 3 Develop Class “A” office space

Objective 4 Expand retail businesses – places to shop that attract non residents and residents

Objective 5 Integrate Arts Community into economic development activities

Objective 6 Attract new businesses consistent with Vision

► **Short-Term Challenges and Opportunities**

1. Positive reputation: “Business friendly Town”
2. Retaining and growing current businesses
3. Communicating Town requirements for small businesses and building owners
4. Strong relationship with Johnston County
5. Opportunities to attract related or support businesses

► **Actions 2012**

PRIORITY

Policy Agenda

1. Grifols Project
 - Service Contract: Review
 - Decision: Service Agreement
2. Hospital Development
 - Advocacy – Inpatient Beds
 - Seat on the Board
 - Partner on “Medical Care in Clayton” and Current Program
3. Targeted Business Attraction Strategy
4. Strategic Evaluation of Development Approval

Top Priority

Top Priority

High Priority

Management Agenda

1. Webpage for Economic Development
 - Survey Current Businesses
 - Information for Website
2. Small Business and Building Owner Checklist/Education
 - A. Small Business
 - B. Fats – Oils – Grease

Top Priority

High Priority

Management in Progress

1. Caterpillar Expansion
 - Grant: Formal Applicant (6/12)
 - Utility, Road Project (3/13)

GOAL 2

**FINANCIALLY RESPONSIBLE TOWN
GOVERNMENT PROVIDING QUALITY SERVICE**

► **Objectives**

Objective 1 Improve bond rating

Objective 2 Exceed compliance with financial policy guidelines: reserves, debt management, fund balances

Objective 3 Well-maintained Town infrastructure and facilities

Objective 4 Professional, well-trained Town workforce dedicated to serving the community

Objective 5 High level of customer satisfaction with Town services

Objective 6 Consistently meeting or exceeding regulatory requirements and performance standards by the Town

Objective 7 Deliver Town services in the most cost-effective manner

► **Short-Term Challenges and Opportunities**

1. Equity: in town vs. out of town
2. Actions taken by the State of North Carolina and federal governments impacting the Town of Clayton
3. Rise of costs to Town government: cost of service from School of Government, fuel costs, chemicals, outsourced/contracted service
4. Retaining top quality workforce with competitive compensation
5. Workload vs. capacity of Town staff
6. International and national economies impacting financial market

► **Actions 2012**

PRIORITY

Policy Agenda

1. Communication Program Development
2. Employee Compensation and Retention
3. Customer Service Policy
4. Employee Wellness Program

Top Priority

Top Priority

Top Priority

Moderate

Management Agenda

1. Long Term Technology Solution
2. Operational Fuel Efficiency
3. Financial Plan with Five Year Projections
4. Collections Practices and Procedures

Top Priority

Top Priority

High Priority

High Priority

Management in Progress

1. Automated Meter Reading (2014)
2. Fire Staffing (6/12)
3. Electric Service: Public Information and Education (ongoing)

► **Major Projects 2012**

1. Water Tank (6/13)

GOAL 3

MANGE GROWTH PRODUCING QUALITY DEVELOPMENTS

► **Objectives**

Objective 1 Plan and expand infrastructure and service capacity to support growth: water, sewers, roads, stormwater management

Objective 2 Assure commercial and residential properties meet code and are well-maintained

Objective 3 Protect environmentally sensitive areas

Objective 4 More housing units for retirees

Objective 5 Develop neighborhoods integrating residences and neighborhood commercial areas

► **Short-Term Challenges and Opportunities**

1. Saying “yes” to the right projects; saying “no” to projects no consistent with the Town’s vision, goals and plans
2. Determining the definition of “quality development”
3. Threat to the Town’s ETJ
4. Funding for capital projects for maintenance, upgrades and developments
5. Maintaining long-term view on projects with multi-year buildout
6. Reality vs. perception of development process – “people will be unhappy”

► **Actions 2012**

PRIORITY

Policy Agenda

1. Wastewater Treatment: Nitrogen Alternatives
2. Scenic Highway Interchanges Infrastructure Plan
3. Wastewater Transmission Line to Raleigh
4. Neuse River Business Park Small Area Plan
5. Strategic Infrastructure Assessment and Action Plan
6. Unified Development Ordinance

Top Priority

High Priority

High Priority

High Priority

Management Agenda

1. Street Condition Assessment: Update

Top Priority

Management in Progress

1. Storm Water Program (12/12)
2. Fire Station 3: Land Acquisition (6/13)
3. Risk Assessment with Industries and Transportation/Plan for High Risk (6/13)

GOAL 4

EXPAND LEISURE OPPORTUNITIES AND ARTS COMMUNITY

► **Objectives**

Objective 1 More developed parks, parkland and greenways

Objective 2 More festivals, events and galleries for showcasing national and local artists

Objective 3 Secure sufficient acreage for current and future parks and open space needs

Objective 4 More adult programs and leisure opportunities

► **Short-Term Challenges and Opportunities**

1. Funding for major projects and debt capacity for developing parks and acquiring land
2. Tapping the potential of the Neuse River
3. Maintaining the support and vitality of the Clayton Center
4. Expiration of existing agreement with Johnson County Library
5. Increasing and changing demands for Library and Recreational programs and services

► **Actions 2012**

PRIORITY

Policy Agenda

1. Sam's Branch/Mountains to Sea Trail Greenway Project
 - Easement for Phase II
 - Separation: Trail and Road Crossing
 - Trailhead Parking

Top Priority

2. Library Strategic Plan

Top Priority

3. Program Design for River Property (Brownfields Program)

High Priority

4. Clayton Center Strategy

Moderate

5. Community Center Phase II Program Design

6. East Clayton Community Park: Phase II

7. Municipal Park: Name

8. Interlocal Agreement with Johnston County Library

9. Johnston County Library Board Representation

Management in Progress

1. Parks and Recreation Comprehensive Plan (9/12)

GOAL 5	BEAUTIFY THE TOWN OF CLAYTON AND CREATE AN ARTS COMMUNITY
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- **Objectives**
- Objective 1** More flowers, flowering shrubs in designed landscapes and public spaces
 - Objective 2** Upgrade design and architectural standards
 - Objective 3** More attractive corridors and gateways
 - Objective 4** More attractive building façades in Downtown
 - Objective 5** Development with public art throughout the Town
 - Objective 6** Continue to develop reputation as an “Arts Community”

- **Short-Term Challenges and Opportunities**
1. Addressing irresponsible property owners
 2. Communicating and obtaining “buy in” with businesses and residents about community beauty and their responsibilities
 3. Funding for public art
 4. Redevelopment of less attractive commercial areas

► Actions 2012		PRIORITY
	<i>Policy Agenda</i>	
	1. Public Art/Artist in Residence Implementation	High Priority
	2. Artists Workshop and Studio	Moderate
	3. Business Façade Grant Program	
	<i>Management in Progress</i>	
	1. Code Enforcement (ongoing)	

GOAL 6

THINK DOWNTOWN

► Objectives

Objective 1 More attractive buildings with property owners taking responsibility for maintenance

Objective 2 Expand outside events and festivals

Objective 3 Leverage Town incentives to stimulate more private sector investment in Downtown

Objective 4 Enjoy diverse entertainment venues

Objective 5 Increase number of residential units, more people residing in Central Business District

Objective 6 More attractive public spaces: parking, streetscape, etc.

► Short-Term Challenges and Opportunities

1. Increasing residential opportunities in Downtown
2. Becoming a true “destination” for residents and visitors
3. Continuing to beautify Downtown
4. Owners investing into their buildings
5. Seven days a week Downtown

► **Actions 2012**

PRIORITY

Policy Agenda

1. Use Plan for Annex Building
2. Clayton Center/Horne Church Parking Lot

Moderate

Moderate

Management Agenda

1. Host a Statewide Conference (every other year)

High Priority

Management in Progress

1. Banners for Downtown (ongoing)
2. Downtown Events (ongoing)
3. Front Street Extension
 - Development Agreement
 - Development Agreement for ROW (South)
 - Warrant Study for Signal
 - Design
 - Utility System Expansion

Town of Clayton Policy Agenda 2012

TOP PRIORITY

**Grifols Project
Hospital Development
Communication Program Development
Wastewater Treatment: Nitrogen
Employee Compensation and Retention
Customer Service Policy
Sam's Branch/Mountains to Sea Trail Greenway Project
Library Strategic Plan**

HIGH PRIORITY

**Targeted Business Attraction Strategy
Public Art/Artist in Residence Implementation
Scenic Highway Interchanges Infrastructure Plan
Program Design for River Property (Brownfields Program)
Wastewater Transmission Line to Raleigh
Neuse River Business Park Small Area Plan**

MODERATE PRIORITY

Artists Workshop and Studio
Clayton Center Strategy
Use Plan for Annex Building
Employee Wellness Program
Clayton Center/Horne Church Parking Lot

Town of Clayton Management Agenda 2012

TOP PRIORITY

**Webpage for Economic Development
Operational Fuel Efficiency
Long Term Technology Solution
Street Condition Assessment: Update**

HIGH PRIORITY

**Collections Practices and Procedures
Host a Statewide Conference (every other year)
Financial Plan with Five Year Projections
Small Business and Building Owner Checklist/Education**

Town of Clayton Management In Progress 2012

- 1. Caterpillar Expansion**
- 2. Automated Meter Reading Program (2014)**
- 3. Fire Staffing (6/12)**
- 4. Electric Service: Public Information and Education (ongoing)**
- 5. Storm Water Program (12/12)**
- 6. Fire Station 3: Land Acquisition (6/13)**
- 7. Risk Assessment with Industries and Transportation/Plan for High Risk (6/13)**
- 8. Parks and Recreation Comprehensive Plan (9/12)**
- 9. Code Enforcement (ongoing)**
- 10. Banners for Downtown (ongoing)**
- 11. Downtown Events (ongoing)**
- 12. Front Street Extension**

Town of Clayton Major Projects 2012

1. Water Tank (6/13)