The Village of Clemmons Council met on Monday, January 23, 2023, at 9:30 a.m. The meeting was held at the WinMock at Kinderton, Bermuda Run, North Carolina. The following members were present: Mayor Rogers, Council Members Barson, Cameron, Combest, Taylor and Wrights. Attorney Al Benshoff was also present.

Call to Order
Mayor Rogers called the meeting to order at 9:30 a.m.

Approval of the Minutes
Council Member Cameron moved to approve the minutes of the January 9, 2023 regular meeting as presented. The motion was seconded by Council Member Taylor and unanimously approved.

Approval of the Agenda
Mayor Rogers requested the addition of a closed session for discussion of property acquisition in accordance with NCGS 143-318.11(a)(5) and NCDOT U-6004 Update. Council Member Taylor requested the addition of Past and Future Events Presentation.

Council Member Cameron moved to approve the agenda as amended. The motion was seconded by Council Member Taylor and unanimously approved.

Business – Retreat (Day 1 – January 23, 2023)
A. UDO Update (Re-write by Section).
   1. Sign Regulations (underway B.3-2) – Planning & Community Development Director Moore made a presentation to Council regarding the UDO Update (attached hereto as Exhibit A and incorporated as a part of the minutes). He advised that Staff is currently rewriting the sign ordinance to make it easier to understand and use by adding visuals and tables to associate signs with the applicable zoning. Staff will check the entire UDO for conflicting language. Sign concentration will be in commercial areas. Planning Board will likely hold a public hearing in March, with Council holding a public hearing regarding the sign ordinance in April.

   2. Commercial Design Standards – Planning & Community Development Director Moore advised the Council that Staff would look at architectural design standards for all of the Village, similar to the standards in place for Village Point (a joint work session with the Planning Board may be necessary). These would allow for diversity while implementing specific design standards for areas. He clarified that redevelopment and infill development would be addressed when the Comprehensive Plan is updated. His recommendation, for now, is to keep the Comprehensive Plan in place and adapt the UDO with more of a broad-minded view. He
also recommends starting Comprehensive Plan updates two years after revamping the UDO. He stated that we would be kicking off the Pedestrian Plan. During the development of this plan, we will include a section to serve as an ADA Transitional Plan. This section will allow a more aggressive approach to dealing with non-conformity issues. Council Member Barson pointed out the importance of the communication piece and why this is positive for developers (Planning & Community Development Director Moore will work with Marketing and Communications Director Ford).

3. **Parking Requirements and Landscaping Standards (Sections B.3.8 and B.3.4)** – Planning & Community Development Director Moore explained there would be options placed in the UDO to create a performance standard of “equal to or better than” the standard. This provides some flexibility without backing down. A brief discussion regarding Payment-in-Lieu took place. Planning & Community Development Director Moore stated he is not a big proponent of payment-in-lieu as the town assumes the responsibility for certain things once payment is made. By doing so, the Village may be assuming liability (for example, detention pond). A brief discussion regarding the importance of connectivity took place. Planning & Community Development Director Moore spoke about traffic and the need to start building an alternate transportation system to help alleviate congestion on the major arterial streets. Decision boards need to look toward the future and realize that it is not just about that certain neighborhood but what is best for all of Clemmons. This can be incorporated as an ordinance. Council Member Taylor suggested that this may be something that they start prioritizing a few of these roads. Prioritization criteria and a draft schedule will be included as part of the update of the next Transportation Plan. Planning & Community Development Director Moore stated that we will need to look at the relationship between the number of parking spaces and the present landscaping requirements to address Council concerns. Attorney Benshoff asked Council to think about if they would like to apply a landscaping ordinance retroactively to existing development which can be done. He stated that you can apply landscaping standards retroactively and that it takes some time before you are able to see the benefits. He clarified that the same could be done with signage.

The Council consensus was to inform Staff that they are interested in landscaping standards, which are to be done retroactively when updating the UDO.

Council Member Cameron stated that we currently require too many parking spaces. Planning & Community Development Director Moore stated we might take a look at creating a performance standard for parking spaces (reducing the required amount unless the developer comes in with something “better than”). Council Member Wrights pointed out that in the past, there was mention of changing the parking minimum to the maximum. A landscape ordinance with a performance standard can be implemented to offer flexibility where it still points to the character of the
Village of Clemmons.

A short break followed.

4. **Planned Residential Developments** – Planning & Community Development Director Moore led the discussion asking Council to consider three things when it comes to PRDs: 1) are lot sizes appropriate? 2) should we look more at density? and 3) how is open space being utilized? He pointed out that the Future Land Use Plan (see exhibit) is an extremely important tool for new zoning districts coming in and advised that the current code has some broad designations that don’t provide clarity or definition, which will be amended. He explained to Council that the Future Land Use Map is a graphic representation of how the vision and goals for the Comprehensive Plan relate to the actual topography. He explained that the Map is a valuable tool for the Boards and Council to use with land use decisions. He advised that we need to have a Development Status, which is an existing land inventory (Staff will need to get with GIS staff members to get the figures). He also stated that NCDOT U-6004 would trigger some redevelopment.

B. **Code of Ordinances: Minimum Housing Code** – Code Administrator Vaughn advised that the State allows for the enforcement of uninhabitable properties. Attorney Benshoff recommended utilizing one process (written) for various items thinking about nuisance abatement in the big picture. He advised that it is better for a town to do this themselves as it provides more control over the schedule (rather than relying on the County’s timeline). He stated that the due process provisions would be streamlined. Attorney Benshoff has written this process and will provide the Code information if desired.

1. **Operational Options – County vs. City** – (see exhibit).

C. **Proportional Relationship Between Multi-family and Single-family Developments** – Planning & Community Development Director Moore reviewed the number of approved but not yet constructed units in the Village (see exhibit).

D. **Annexation and Rezoning Sequencing Procedure** – Assistant Manager Flyte presented a process flowchart (attached hereto as Exhibit B and incorporated as a part of the minutes) and explained to Council that although it is legal to run annexations concurrent with rezonings (and based on previous conversations), a process to separate the two has been drafted. This more clearly communicates the processes and could take a little longer but does not give the perception to the petitioner/developer/public that if annexed, the rezoning request will be approved. Attorney Benshoff added that the Village of Clemmons has 60 days after annexation to rezone a property. The process presented calls for the Village of Clemmons to establish zoning at the annexation approval meeting (which would typically be the current County zoning) and then accept any requested zoning map amendments.

A short break followed.
E. Influencing Growth Outside Our Borders (IGOOB) – Council Member Combest made a presentation to Council (attached hereto as Exhibit C and incorporated as a part of the minutes). He explained that study and experience show clearly that the impact of growth outside our borders is going to be one of the most consequential challenges the Village will face in the foreseeable future and very possibly the most consequential. He stated that it is in our benefit to figure this out from start to finish. A few questions to answer are: 1) do we want to undertake the enterprise? and 2) if we do, what would be the execution mechanism? He suggested involving the other municipalities within Forsyth County and the possibility of forming a municipal coalition to determine the common issues faced as the influence of communities appears to be declining. He recommended starting an outreach program by connecting with other elected officials and staff to determine the temperature of the room and collaborating from there.

Council consensus was to direct Manager Gunnell to have an initial conversation with other managers and Council Member Barson to connect with other elected officials. From these conversations, the Mayor’s Roundtable can be revitalized or a Municipal Roundtable started.

Lunch followed.

Planning & Community Development Director Moore provided a brief recap of the morning’s discussion stating Staff is currently updating the sign ordinance and working on tables to bring a draft to Planning Board’s March meeting. It will be presented to Council in April. Staff’s goal is to complete the UDO re-write in sections/chapters in two years then start the Comprehensive Plan Update following. The Comprehensive Plan will be broken into four parts with a resolution to be adopted with each section and re-adopting the Comprehensive Plan by ordinance at the conclusion. The Planning Department will provide quarterly updates to Council on the progress of the re-writes.

F. Closed Session for Discussion of Property Acquisition in Accordance with NCGS 143-318.11(a)(5) – Council Member Barson made a motion to enter Closed Session for Discussion of Property Acquisition in Accordance with NCGS 143-318.11(a)(5) at 2:15 p.m. The motion was seconded by Council Member Cameron and unanimously approved.

At 3:01 p.m., Mayor Rogers stated that by unanimous vote Council chose to reconvene the open session with no action taken.

G. Personnel Classifications.
1. Planner I - Manager Gunnell presented the classification (22) and job description (attached hereto as Exhibit D and incorporated as a part of the minutes) to Council for consideration.

Council Member Cameron made a motion to approve the classification and job description for Planner I as presented. The motion was seconded by Council Member Taylor and unanimously approved.
2. **Assistant Finance Officer** - Manager Gunnell presented the classification (23) and job description (attached hereto as Exhibit E and incorporated as a part of the minutes) to Council for consideration.

Council Member Barson made a motion to approve the classification and job description for Assistant Finance Officer as presented. The motion was seconded by Council Member Cameron and unanimously approved.

3. **Events Coordinator (Part-time)** - Manager Gunnell presented the classification (15) and job description (attached hereto as Exhibit F and incorporated as a part of the minutes) to Council for consideration.

Council Member Taylor made a motion to approve the classification and job description for Events Coordinator (Part-time) as presented. The motion was seconded by Council Member Cameron and unanimously approved.

Mayor Rogers recessed the meeting at 3:30 p.m. until 10:30 a.m. on Tuesday, January 24, 2023.

**Business – Retreat (Day 2 – January 24, 2023)**

Mayor Rogers reconvened the meeting at 10:30 a.m. on Tuesday, January 24, 2023.

H. **Leaf Collection Discussion** – Public Works Director Gearren made a presentation to Council (attached hereto as Exhibit G and incorporated as a part of the minutes). He explained that the Village runs four trucks (two on east side and two on west side) starting in the corners and meeting in the middle. Leaf collection runs October thru January. Weather and volume are the main factors in leaf collection.

Council consensus was to direct Staff to promote education to residents via a video on the website explaining the process and impacts (no more than one minute) and a weekly update on leaf collection in the Village of Clemmons.

A brief discussion about trash collection ensued. Staff will document issues to help with contract negotiations which will take place next year.

A short break followed.

I. **NCDOT U-6004 Update** – Assistant Manager Flyte provided an update to Council from a meeting she attended with NCDOT regarding U-6004. In order to work with the scheduling of U-6004 they are moving up the Kinnamon Road bridge replacement so that is complete before construction begins on U-6004. The Rights-of-Way acquisition for the Kinnamon Road bridge will begin this September with a January 2025 let date (this is an 18 to 24-month project that will include a road closure). The dates for U-6004 are Rights-of-Way acquisition this December with a May 2026 let date. Plans are moving into final design now. Council Member Taylor would like Staff to investigate the opportunity for mast arms at intersections and take advantage of opportunities to enhance the Village feel.
J. **Past and Future Events Presentation** – Marketing and Communications Director Ford made a presentation to Council (attached hereto as Exhibit H and incorporated as a part of the minutes) on all the events the Village of Clemmons has held over the last eight years and how they have evolved and grown. She discussed the successes and challenges along with resources needed to sustain these well-attended, community-oriented, family-friendly events. There was brief discussion on getting some volunteers to help with events. Council Member Taylor suggested Council begin thinking about what limitations there currently are that could be opportunities.

K. **Village Hall and Other Future Public Areas** – A brief discussion took place with Council Member Barson suggesting assigning someone as a point person to oversee a vision from Council and community input on future expansion.

**Adjournment**
Council Member Barson moved to adjourn the meeting at 12:21 p.m. The motion was seconded by Council Member Cameron and unanimously approved.

Mike Rogers  
Mayor

**ATTEST:**

Lisa Shortt, NCCMC  
Village Clerk
UDO Update (rewrite by section)

- Sign Regulations (underway B.3-2)
- Commercial Design Standards (Large Scale Retail Development section B.3-12)
- Parking Requirements and Landscaping Standards (sections B3.8 and B3.4)
- Planned Residential Developments
Sign Regulations (underway B.3-2)

- Update to address more recent situations
- Easier to understand
- Graphics to help convey information
Commercial Design Standards (Large Scale Retail Development section B.3-12)
Parking Requirements and Landscaping Standards (sections B3.8 and B3.4)
Planned Residential Developments
Code of Ordinances: Minimum Housing Code

Operational Options – County vs. City
160D - Article 12
Minimum Housing Code

• *Dwellings.* The existence and occupation of dwellings that are unfit for human habitation are inimical to the welfare and dangerous and injurious to the health and safety of the people of this State.

• *Abandoned Structures.* Any local government may by ordinance provide for the repair, closing, or demolition of any abandoned structure that the governing board finds to be a health or safety hazard as a result of the attraction of insects or rodents, conditions creating a fire hazard, dangerous conditions constituting a threat to children, or frequent use by vagrants as living quarters in the absence of sanitary facilities.
Sec. 7-113. Minimum standards of fitness for dwellings, dwelling units, and manufactured homes.

Standards for dwellings, dwelling units, rooming units, and manufactured homes shall be:

1) Every dwelling, dwelling unit, and rooming unit used or intended to be used for human habitation shall comply with the applicable North Carolina State Building Codes and with all standards of fitness for human habitation and the requirements as set forth herein.

2) No person shall occupy, let to another for occupancy, or used for human habitation any dwelling, dwelling unit, or rooming unit which does not comply with the minimum standards of fitness for human habitation as set forth in this article.

3) Every manufactured home used for human habitation shall comply with all applicable codes, at the time of manufacture, and with all regulations promulgated by the North Carolina State Building Code Council, and with the standards set forth in this article.

Forsyth County (Ord. No. 05-2019, 10-10-19)
Sec. 7-122. Enforcement procedures.

a) Whenever a petition is filed with the housing administrator by a public authority or by at least five (5) residents of the county charging that any dwelling is unfit for human habitation, or whenever it appears to the housing administrator (on his own motion) that any dwelling is unfit for human habitation, the housing administrator shall, if his/her preliminary investigation discloses a basis for such charges, issue and cause to be served upon the owner and parties in interest in such dwellings notification stating the charges in that respect, and:

1) Containing a notice that a hearing will be held before the housing administrator (or designated agent) at a place within the county in which the property is located;

2) Set not less than ten (10) days nor more than thirty (30) days after the serving of the complaint;

3) That the owner and parties in interest shall be given the right to file an answer to the complaint and to appear in person, or otherwise, and give testimony at the place and time fixed in the complaint; and

4) That the rules of evidence prevailing in courts of law or equity shall not be controlling in hearings before the housing administrator.
County

- Submit petition
- Adoption of local ordinance to tie to County Ordinance
- Working on County’s priorities and timeline

City

- Adoption of a local ordinance
- Additional staff or contract 3rd party
- Administrative costs
- Cost of repairs, altered or improved or order structure to be vacated or closed
- Cost of demolitions
- Liens
### Proportional Relationship Between Multi-family and Single Family Developments

#### Clemmons Only Totals

<table>
<thead>
<tr>
<th>Type of Development</th>
<th>Total Dwelling Units</th>
<th>% of Pending Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-Family</td>
<td>252</td>
<td>28%</td>
</tr>
<tr>
<td>Multifamily</td>
<td>662</td>
<td>72%</td>
</tr>
<tr>
<td>Total</td>
<td>914</td>
<td>100%</td>
</tr>
</tbody>
</table>

#### Clemmons + Forsyth County Totals

<table>
<thead>
<tr>
<th>Type of Development</th>
<th>Total Dwelling Units</th>
<th>% of Pending Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-Family</td>
<td>681</td>
<td>46%</td>
</tr>
<tr>
<td>Multifamily</td>
<td>800</td>
<td>54%</td>
</tr>
<tr>
<td>Total</td>
<td>1481</td>
<td>100%</td>
</tr>
</tbody>
</table>
Future Land Use Plan

Clemmons Community Compass
The 2040 Comprehensive Plan

Page A10
Future Land Use and Zoning District Comparison
Voluntary Annexation & Zoning Process

The full summary of application requirements is included in the packet but includes the application and maps to be submitted to the Village for review and placement on Council meeting agenda.

The certificate of sufficiency presented to Council for adoption and calls for a public hearing at the next available meeting. Public hearing on the annexation request held and decision rendered.

If the annexation request is approved, the Council will establish a municipal zoning designation for the parcel(s).

If desired, property owner(s) may then submit an application for a rezoning to a different classification from the municipal zoning classification.
1. GENERAL. We learned a good deal from our attempt to shape Forsyth County Commissioner decisions about the 540 home River Walk Development on Idols Road. One of the most important is that the way we currently engage produces no satisfactory results. In fact, it's probably counterproductive --- for two main reasons: One, we don't influence Commission decisions, and Two we end up perceived as NIMBYs and Nancy Regan reincarnate ---"Just Say No".

So the overarching takeway from the Riverwalk Development effort is that we need to adapt our IGOOB strategy and supporting actions.

**KEY NOTE HERE:** *** What do we want to influence? We're largely talking about residential, business, and industrial developments in Unincorporated Forsyth County (UFC) that will significantly impact Clemmons --- in the form of Traffic, Business, QOL, Service Demands, Infrastructure, etc.

Why do we need to influence UFC developments? Virtually every resident in UFC will shop and work and play in a municipality. It makes sense that municipalities materially impacted by UFC developments should have significant influence/impact on those development decisions. ***

2. SOME KEY LESSONS. Here are some Lessons and insights about how we might adapt our IGOOB strategy and processes.

A. **Proactive vs. Reactive.** If we are to influence County zoning decisions we must enter the zoning process early and stay engaged throughout. We must be proactive rather than reactive.

To be proactive we must start influencing at the very start of the zoning process and stay engaged throughout, ideally at every step that involves or influences a decision. Being reactive ---which we are now --- means we attempt to influence only at designated, invited times.....most often when the decision train is far down the track and under a full head of steam, and zoning/development decisions are already--though unofficially-- determined. (See Chart of Brunswick County Approval Structure for a potential/typical engagement process)
B. It's a Two Way Street. Just as we aim to shape County decisions that impact Clemmons residents and businesses and organizations, we should expect that County officials will want to influence Village of Clemmons zoning and planning decisions that impact UFC residents and businesses. Also, we should expect situations where neighboring municipalities want to influence our zoning and development. And we should accommodate as appropriate. We should welcome, indeed invite them to the process. Our inclination should be to invite and include, expecting two benefits: (1) It will make County and neighboring municipalities more inclined to accommodate our desire to influence developments they decide on, and (2) We will get additional insights and inputs that may well improve our decision making.

Finally, taking a "Two Way Street" approach makes IGOOB more palatable to FC officials. We're not just out to correct the errant ways of FC officials and institutions.

C. Proactive Engagement Requires Formal Planning Processes. Proactively engaging County officials will likely require adapting our planning processes to look and consider beyond our borders. It will require adopting formal mechanism(s) and processes that will impel the Village Council and Staff to identify zoning opportunities and challenges early, to get and stay engaged continually. It should impact staff reports, formal and informal relationships, etc. (See Chart of Brunswick County Approval Structure for a potential/typical engagement process)

![Approval Structure Diagram](chart.png)

- ✅ = Fair to Good Chance to Influence
- ⬤ = Low Fair Chance to Influence
- ⬠ = Low Chance to Influence
- 📫 = Low to Poor Chance to Influence
- ✧ = Poor to No Chance to Influence
There are two main elements to influencing this process and the decision(s) it produces: (1) knowing what each step produces and (2) knowing who owns each step. Knowing these two things enables us to prioritize effort and to get the right people & agencies involved at the right time, to apply the right amount of the right type of effort with an eye to influencing either the next step or final decision.

Experience and study show that the earlier we get involved, the more opportunities we have to help create a favorable outcome. Also, and critically, we reduce the dynamic of advocating that a decision be "undone" to achieve a favorable outcome.

D. **8 Beats 1.** We need to build a municipal coalition to make this more than just a Clemmons enterprise. This is a FC issue that impacts every "orbiting" municipality --- Bethania, Tobaccoville, Walkertown, Kernersville, Lewisville, Clemmons, Rural Hall, Pfafftown. We must enlist the support of the other municipalities. (This will be at least a 'Medium' sell if not a 'Hard' sell).

E. **Expect Initial Resistance/Rejection.** We will be rebuffed first by county officials, and will likely be met with skepticism by other municipalities. Meaningful attempts to IGOOB **will be viewed by FC officials as an intrusion into their prerogatives.** It will be seen and painted as overreach, de facto ETJ, etc. FC Officials will steer hard to NC General Statute 160D-202(c). Other municipalities may (will?) be reluctant to engage until momentum has been built.

![Diagram](image-url)
Here are some initial methods and practices to consider:

a. **Formalize Scouts Out**: We need formally required, routinely scheduled actions that ensure we are constantly scanning for proposed developments outside Clemmons borders that will impact our municipality. As noted, the earlier we engage in a development, the more likely we will influence.

b. **Get Supporting Data**. We will need to make a compelling case for institutionalizing municipal input. To be compelling, our proposals and recommendations need to be based on fact and analysis….not emotion and supposition. Data and analysis are readily available and help us paint compelling arguments…..Getting this information right is critical to making the case for decisive participation.

Here are just a few examples of how UFC developments impact municipalities like Clemmons.

1. DOT numbers show that at least 55% of Clemmons traffic comes from outside the town. (It seems that it's actually above 60%, but it depends on how one counts Trips Generated) Residential and commercial developments in our immediate area will drive in Clemmons.

2. Likewise, Clemmons schools are largely populated by students who live outside the Village.

3. At least half of Clemmons' business customers live outside the Village. (May be as high as 60%).

Some Interesting Numbers: 1 of every 6 FC residents lives outside a municipal boundary. That's 62,000 people of a population of 382,000. That's the population of Kernversville, Clemmons, Lewisville combined.

C. **Impact Analysis is Critical**. Our effort to influence must be based on objective analysis of data --- past, current, actual and projected. Information build should be on projected income of:

--- Traffic
--- Schools
--- Property Values
--- Business Revenue
--- QOL
--- Public Safety
--- City Finance and Budgeting

Key Note: We should expect to find positive and negative development encounters. We may should expect to encounter circumstances where we are aiming to encourage a specific type of development in a given location to help grow beneficial impacts.

CRITICAL NOTE: People who move to UFC typically identify with their neighboring town, and expect it to have what they want in all aspects of Quality of Life.
## Population and Density for Forsyth County Cities

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Clemmons</td>
<td>21,925</td>
<td>1,845</td>
<td>96%</td>
<td>1577/91%</td>
<td>1291 (42% increase to 22)</td>
</tr>
<tr>
<td>Kernersville</td>
<td>27,448</td>
<td>1,544</td>
<td>80%</td>
<td>1334/86%</td>
<td></td>
</tr>
<tr>
<td>Winston-Salem</td>
<td>255,524</td>
<td>1,927</td>
<td>100%</td>
<td>1734/100%</td>
<td></td>
</tr>
<tr>
<td>Lewisville</td>
<td>13,603</td>
<td>946</td>
<td>49%</td>
<td>904/52%</td>
<td></td>
</tr>
<tr>
<td>Walkertown</td>
<td>5,998</td>
<td>896</td>
<td>46%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rural Hall</td>
<td>3,474</td>
<td>1,219</td>
<td>63%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tobaccoville</td>
<td>2,620</td>
<td>342</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bethania</td>
<td>346</td>
<td>516</td>
<td>27%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PLANNER I

General Statement of Duties

Performs technical and administrative work in support of the planning process for the municipality such as processing development applications, researching records, providing information on ordinances, applications and regulations, and preparing information for development review or board meetings.

Distinguishing Features of the Class

An employee in this class is required to possess a general knowledge of public sector planning, office practices and procedures, manage office organization and provide coordinated guidance and regulation of the growth and development of the Village. The position requires excellent communications skills and knowledge of development codes, ordinances and procedures. The Planner often works closely with the public on a regular basis to provide customer service on planning. The Planner will also prepare memorandums, presentations, text amendments, and other materials for Board of Adjustment, Planning Board, and Village Council meetings. Work involves providing technical guidance to department staff, and considerable public contact often in sensitive or emotional issues requiring judgement, firmness, and tact. The role also includes developing a favorable relationship between the Village and the community. Work is performed under the general supervision of the Planning & Community Development Director.

Duties and Responsibilities

Essential Duties and Tasks

- Consult with developers to help illustrate the planning/permitting processes and track development projects through each procedure.
- Compiles, collects, prints and records a variety of data and records for analysis of trends and preparation of reports; creates reports and data bases; maintains databases.
- Instructs the public on using online GIS programs and the Village website.
- Responds to public inquiries with information on planning projects, processes and policies; works with the general public, developers, builders, engineers and others; answers citizen questions concerning plans and problems.
- Follows the planning and zoning process and procedures as described in the North Carolina General Statutes and as identified by local codes.
- Attends public meetings and makes formal presentations to the Board of Adjustment, Planning Board, and Village Council.
- Prepares narrative staff reports and recommendations for code amendments, conditional use permits, variances, and background presentations.
- Advises appointed and elected officials on planning procedures and policies to develop comprehensive plans, ordinances, guidelines, development criteria or amendments;
• Coordinates the administration of the Village’s zoning and subdivision activities; assists individuals with development issues in determining applicable zoning and other relevant land use laws.
• Reviews and approves zoning permit applications and site plans to assure compliance with requirements such as use, size, placement and parking ratios.
• Conducts technical, administrative and investigative work to maintain and update the zoning and other related ordinances.
• Researches and compiles information on a variety of planning issues from multiple sources.
• Conducts studies as requested by the Planning & Community Development Director; may have project management responsibilities; may serve as technical specialist in a particular aspect of planning.
• Performs other related duties as may be assigned.

**Recruitment and Selection Guidelines**

**Knowledge, Skills, and Abilities**

• Thorough knowledge of the Village’s zoning, land use, and other ordinances and codes
• Knowledge of computer hardware and software programs, which may include Microsoft Office including experience with Microsoft Excel spreadsheets, Adobe, internet applications and GIS Systems/Mapping Software.
• Knowledge and ability to establish and maintain effective record-keeping systems.
• Knowledge of policies and procedures associated with construction permitting and land use planning concepts.
• Knowledge of research techniques, tools and procedures and reporting methods.
• Ability to review plans and apply provisions of the ordinances and codes to determine compliance with such regulations and to apply regulations to field conditions.
• Possess oral communications and interpersonal skills to explain rules and procedures clearly to both internal and external customers.
• Possess composure and has the ability to deal with difficult situations and challenging customer complaints.
• Possess problem-solving skills to gather relevant information to solve vaguely defined practical problems.
• Ability to enforce codes with firmness and tact
• Ability to use independent judgement and initiative in determining if zoning ordinance requirements are met and in performing various planning duties as assigned.
• Ability to work on several projects or issues simultaneously.
• Ability to work independently or in a team environment as needed.
• Ability to make effective public presentations and to express ideas effectively in oral and written forms.
• Ability to provide leadership to committees and staff, build consensus, and work collaboratively with developers, elected or appointed officials, and the community regarding development
• Skill in interpretation of codes and in their application to specific situations.
• Skill in reading and interpreting maps, plans and specifications and in the use of GIS.
• Skill in the collection, analysis and presentation of technical data and zoning recommendations and ability to express ideas effectively orally and in writing.

Physical Requirements

• Must be able to perform the basic life skills of climbing, stooping, kneeling, crouching, walking, talking, and hearing.
• Must be able to lift 20 lbs.
• Must possess the visual acuity to compile and compute data and statistics, operate a computer terminal, proofread material and do extensive reading.

Education and Experience

• Graduation from an accredited college or university with a degree in planning, urban design landscape architecture, public administration or related field.
• Two (2) to three (3) year’s professional experience in plan review, zoning administration, planning, urban planning and design; or an equivalent combination of education and experience.

Special Requirements

• A valid North Carolina Driver’s License
• A valid North Carolina Notary designation is preferred.
ASSISTANT FINANCE OFFICER

General Statement of Duties

Assistant Finance Officer is responsible for assisting the Finance Director in the financial administration of the Village by receiving and processing funds, managing financial reporting, monitoring financial software and maintaining the Village’s overall financial stability in compliance with all governing financial and accounting laws.

Distinguishing Features of the Class

An employee in this class performs a variety of fiscal and administrative functions including disbursement and accounting of revenues and expenditures, accounting, preparing and distributing payroll checks, purchasing, fixed assets and related fiscal operations and reporting. The employee must exercise independent judgment and initiative in performing the fiscal control system. Work is performed in accordance with established municipal finance procedures, local ordinances, and North Carolina General Statutes governing the responsibilities of local government financial operations. Work is performed under the supervision of the Finance Director and is evaluated through conferences, reports, and by an independent audit of financial records.

Duties and Responsibilities

Essential Duties and Tasks

- Assists with a variety of financial operations including disbursement and accounting of municipal funds, billing, purchasing, accounts payable, accounts receivable, fixed assets, accounting and preparation of monthly, quarterly, and annual financial reports.
- Assists with the general operating and capital improvements budgets; projects revenues; performs research and trend forecasting; tracks capital projects accounts maintaining records and disbursements; prepares administrative budget requests; prepares salary and related line items in the budget process.
- Assists with reviewing and monitoring ongoing administration of budget, monitors revenues and expenditures; coordinates activities and changes with Village departments and provides information to them as needed.
- Assists with the Village’s payroll by entering employee time into computer and generating payroll checks; prepares a variety of reports regarding withholdings, benefits, taxes, and submits on a monthly, quarterly, and annual basis.
- Assists with preparing a variety of payroll deduction reports; writing checks or otherwise satisfies withholdings payments requirements; preparing a variety of related quarterly and annual reports.
- Assists with preparing financial statements and providing all necessary documentation to auditors in order for them to complete the required annual audit.
- Assists with performing the general accounting for the Village.
• Performs related duties as required.

**Recruitment and Selection Guidelines**

**Knowledge, Skills, and Abilities**

• Knowledge of North Carolina General Statutes and of local ordinances governing municipal financial practices and procedures.
• Knowledge of the principles and practices of public finance administration, including principles and practices of municipal accounting.
• Knowledge of fiscal support activities such as purchasing, fixed assets, liability, payroll, and budget analysis and preparation.
• General knowledge of automated accounting and related systems and ability to work with Village staff in handling duties in an automated environment.
• Ability to evaluate financial systems and formulate and install accounting methods, procedures, forms, and records.
• Ability to design and prepare analytical or interpretative financial statements.
• Ability to establish and maintain effective working relationships with the public, departmental heads, governmental officials, and with other Village employees.
• Accuracy and thoroughness in the analysis and preparation of financial records.

**Physical Requirements**

• Must be able to physically perform the life support functions of reaching, pulling, lifting, fingerling, grasping, talking, hearing, and repetitive motions.
• Must be able to perform sedentary work exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to move objects.
• Must possess the visual acuity to prepare and analyze data and statistics, operate a computer terminal, perform accounting duties, and do extensive reading.

**Desirable Education and Experience**

• Graduation from a four-year college or university with a degree in accounting or business.
• Experience in accounting, finance, or public finance administration; or an equivalent combination of education and experience.

**Special Requirements**

• A valid North Carolina Driver’s License.
EVENTS COORDINATOR (Part-time)

**General Statement of Duties**

Develops and coordinates a variety of culturally inclusive community events for the Village of Clemmons that are creative, engaging and exciting. The role is hands-on and involves working individually and as part of a team to plan and deliver a wide range of programs and activities, including major outdoor events.

**Distinguishing Features of the Class**

An employee in this class performs the coordination of events for the Village of Clemmons through clear communication, excellent planning and organizational skills as well as attention to detail to ensure the smooth and efficient running of an event, specifically outdoor events. Work is performed under general supervision by the Marketing and Communications Director and requires the ability to work well under pressure and with others (council staff, the community, artists, volunteers, vendors, suppliers and contractors) in the coordination and implementation of event plans and logistics as required by major and community events including Clemmons Farmers Market.

**Duties and Responsibilities**

**Essential Duties and Tasks**

- Plan, organize, budget and implement a range of community, civic and small to large in-person and online events programmed by the Village of Clemmons
- Create and implement new event and program concepts improving on previous events
- Recruit professional performers, promoters, concessionaires, and equipment rentals
- Create various art mediums to enhance events and themes
- Coordinate logistics with location requirements for all performances and events, including working with vendors to identify any specific needs including electric, lighting, etc.
- Work with local businesses and community groups to encourage and secure support and participation in Council events and special events/projects
- Secure event locations by researching procedures and providing any necessary paperwork, permits, etc.
- Recruit event volunteers and coordinate activities of event volunteers
- Work with staff as required ensuring all departments impacted or requiring involvement in the planning and running of events are engaged and clearly understand their roles and responsibilities
- Develop and monitor budgets as required for each event in consultation with Director of Communications and Marketing and Finance Officer
- Oversee vendor involvement, requirements and administration needs, including payments and refunds
- Plan event details/aspects including timing, parking, special needs assessments
• Ensure that public safety needs are met for events including securing Forsyth County Sheriff’s Office staff
• Manage set-up, tear-down and clean-up operations
• Explore opportunities for sponsorship and/or funding of events and programs and establish new relationships with local businesses and community groups
• Attend to inquiries from user groups, vendors, schools and public regarding community and events as required
• Proactively engage with new and existing audiences and work with the events sector in a professional manner
• Respond to community inquiries about event opportunities and plans that affect them
• Work closely with Director of Marketing and Communications for developing marketing materials and advertisement of special events
• Conducts inter-departmental planning and implementation meetings before and after events including all de-briefing sessions for improvement suggestions
• Work with the Director of Marketing and Communications to prepare, distribute, and calculate the results of any vendor/participant satisfaction surveys
• Coordinate and manage the Community Calendar of Events on the Discover Clemmons website
• Assist with distribution of marketing materials
• Assist the Director of Marketing and Communications with social media sites
• Maintain organization and inventory of event supplies
• Perform related duties as required

Recruitment and Selection Guidelines

Knowledge, Skills and Abilities

• Experience in organization of a wide range of cultural and community events and enthusiasm to deliver exciting large and small-scale events
• Excellent oral and written communication skills
• Ability to undertake and manage several projects simultaneously
• Excellent interpersonal skills and ability to engage an audience and relate to a wide range of people
• Stamina and energy required to work long hours when required (ability to occasionally work weekends and evenings)
• Ability to delegate and supervise consultants and/or other staff, volunteers and students as well as coordinate vendors, etc.
• Proven administrative experience maintaining files, financial records and data bases
• Demonstrate high levels of initiative and ability to work with minimal supervision
• Demonstrate a positive attitude and adaptability
• Proactive approach and outlook
• Demonstrate ability to relate to and work with people from various backgrounds
• Demonstrate ability to be sensitive and responsive to local needs and areas of concern including those relating to cultural, social and environmental matters
• Proficiency in Microsoft Word, Excel, Internet, and Outlook required
Physical Requirements

- Must be able to physically perform the basic life operational support functions of climbing, balancing, stooping, kneeling, reaching, crouching, standing, walking, lifting, fingering, grasping, talking, and hearing.
- Must be able to perform medium work exerting up to 50 pounds of force occasionally, and/or up to 20 pounds frequently, and/or up to 10 pounds of force constantly to move objects.
- Must possess the visual acuity to prepare and analyze data and figures, operate a computer terminal, operate a motor vehicle, and use measurement devices.

Desirable Education and Experience

- Graduation from high school or equivalent.
- Bachelor's degree from an accredited four-year college in related field preferred.
- One year experience in coordinating special events.

Special Requirement

- A valid North Carolina Driver's License.
Leaf pick up Comparisons

Village of Clemmons
Things to Consider about the program

- Trucks run everyday possible during leaf season (Oct. – Jan.)
- We typically finish an entire rotation of the Village before starting over
- Rain slows us down
  - Can’t pick up
  - Can’t get in to dump
- Volume slows us down
  - Leaves don’t fall at the same time each year
  - Amounts can vary from a wheelbarrow load up to several truck loads per home
- Trucks break down
## Comparing Service Rotations

<table>
<thead>
<tr>
<th>City</th>
<th># of pickups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winston-Salem</td>
<td>3</td>
</tr>
<tr>
<td>Greensboro</td>
<td>2</td>
</tr>
<tr>
<td>Raleigh</td>
<td>2</td>
</tr>
<tr>
<td>Concord</td>
<td>3</td>
</tr>
<tr>
<td>High point</td>
<td>2</td>
</tr>
<tr>
<td>Lexington</td>
<td>4</td>
</tr>
<tr>
<td>Burlington</td>
<td>4</td>
</tr>
<tr>
<td>Hickory</td>
<td>2</td>
</tr>
<tr>
<td>Morganton</td>
<td>3</td>
</tr>
<tr>
<td>Cary</td>
<td>3</td>
</tr>
<tr>
<td>Clemmons</td>
<td>6</td>
</tr>
</tbody>
</table>

![Bar chart showing the number of pickups for each location.](chart.png)
<table>
<thead>
<tr>
<th></th>
<th># loads</th>
<th>possible workdays</th>
<th>rain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov. 2022</td>
<td>185</td>
<td>18</td>
<td>8</td>
</tr>
<tr>
<td>Nov. 2021</td>
<td>133</td>
<td>19</td>
<td>0</td>
</tr>
<tr>
<td>Dec. 2022</td>
<td>170</td>
<td>19</td>
<td>10</td>
</tr>
<tr>
<td>Dec. 2021</td>
<td>217</td>
<td>20</td>
<td>1</td>
</tr>
<tr>
<td>Nov. &amp; Dec. 2022</td>
<td>355</td>
<td>37</td>
<td>18</td>
</tr>
<tr>
<td>Nov. &amp; Dec. 2021</td>
<td>350</td>
<td>39</td>
<td>1</td>
</tr>
</tbody>
</table>

**Nov & Dec. 2021 vs 2021**

- Nov & Dec. 2022:
  - # loads: 355
  - possible workdays: 37
  - rain: 18

- Nov & Dec. 2021:
  - # loads: 350
  - possible workdays: 39
  - rain: 1
An Inside Look at Clemmons’ Events Game Plan

Presented by Shannon Ford
January 2023
KICKOFF

- How did we get started?
WHY SHOULD WE HOST EVENTS?

▪ Help locally owned businesses or organizations to be world class, unique and continually innovative – PROVIDE OPPORTUNITIES FOR BUSINESSES TO CONNECT WITH RESIDENTS

▪ Ensuring local residents, regardless of age or income, have connections and opportunities to celebrate in their own community – HAVE FUN AT HOME!

▪ Encourage visitors and residents to develop long-term emotional bonds with the Village – BRING PEOPLE TOGETHER

▪ Capitalize when possible on new waves of tourism – RAISE THE PROFILE OF AN AREA FOR VISITORS

▪ Build Trust – FACE TO FACE INTERACTION WITHOUT BARRIERS

▪ BUILD RELATIONSHIPS AND ENHANCE MENTAL WELL-BEING
Target Audiences

- Residents
- Future residents
- Future business owners
- Business owners
- Visitors
PLAYBOOK

- Location
  - Parking
  - Restrooms
  - Leases
  - Setup/Breakdown
  - Storage
  - Space

- Budget

- Staff

- Partners
SOLD OUT!

- Are we at capacity?

Next Steps
- New Location
- More Money to Provide Transportation
- Goal = Growth?
Time Out

- What happened to xyz event?
  - Attendance
  - Participation
  - Logistics
  - Creative

- Why can’t you do xzy event?
  - Location, location, location
  - Budget
  - STAGE!
  - Staff
CLEMMONS FARMERS MARKET

- Remarkable Growth
- Inclement Weather
- No Electric
- No Storage
- Setup and Takedown
- Topography
- Restrooms
- OVERALL SAFETY
THIS IS MY WHY!