



City of Thomasville

Strategic Plan 2023-2024



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Introduction

Dear Mayor & City Council Members,

I am excited to introduce the Thomasville Strategic Plan for our community. This plan outlines our vision for the future of our municipality and sets out the steps we will take to achieve our goals.

Our vision is to create a vibrant and sustainable community that is inclusive, innovative, and responsive to the needs of our residents. We recognize that our community is facing significant challenges, including rapid growth, aging infrastructure, and climate change. However, we are committed to working together to find solutions that will enable us to thrive in the years to come.

To achieve our vision, we have identified six strategic priorities:

1. Sustainable Growth and Development – We will promote responsible and sustainable development that balances the needs of our residents with the protection of our natural environment.
2. Infrastructure Renewal – We will invest in our infrastructure to ensure that it is safe, reliable, and efficient, and meets the needs of our growing community.
3. Economic Development – We will encourage economic growth and diversification by attracting new businesses and industries, supporting existing businesses, and creating employment opportunities for our residents.
4. Community Safety and Well-being – We will work to create a safe and inclusive community that promotes the health and well-being of all residents.
5. Environmental Stewardship – We will protect and enhance our natural environment by promoting sustainable practices and reducing our carbon footprint.
6. Effective Governance and Leadership – We will provide transparent and accountable governance, and foster a culture of innovation and collaboration within our municipal organization.

We believe that by focusing on these priorities, we can create a community that is resilient, prosperous, and sustainable. We look forward to working with our residents, community partners, and stakeholders to turn this vision into a reality.

Thank you for your ongoing support and commitment to our organization.

Sincerely,

Michael M Brandt, City Manager

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Background

Thomasville, North Carolina, is a small city with a rich history. Founded in the mid-19th century, Thomasville was once a hub for furniture production and a major stop on the railroad. Today, the city is home to over 26,000 residents and well known for its charming downtown area and community events.

The history of Thomasville dates back to 1852 when the town was officially founded by John Warwick Thomas. Thomas was a businessperson who saw the potential for growth in the area due to its location on the newly constructed North Carolina Railroad. The town quickly grew, and by the turn of the century, it had become a major center for furniture production.

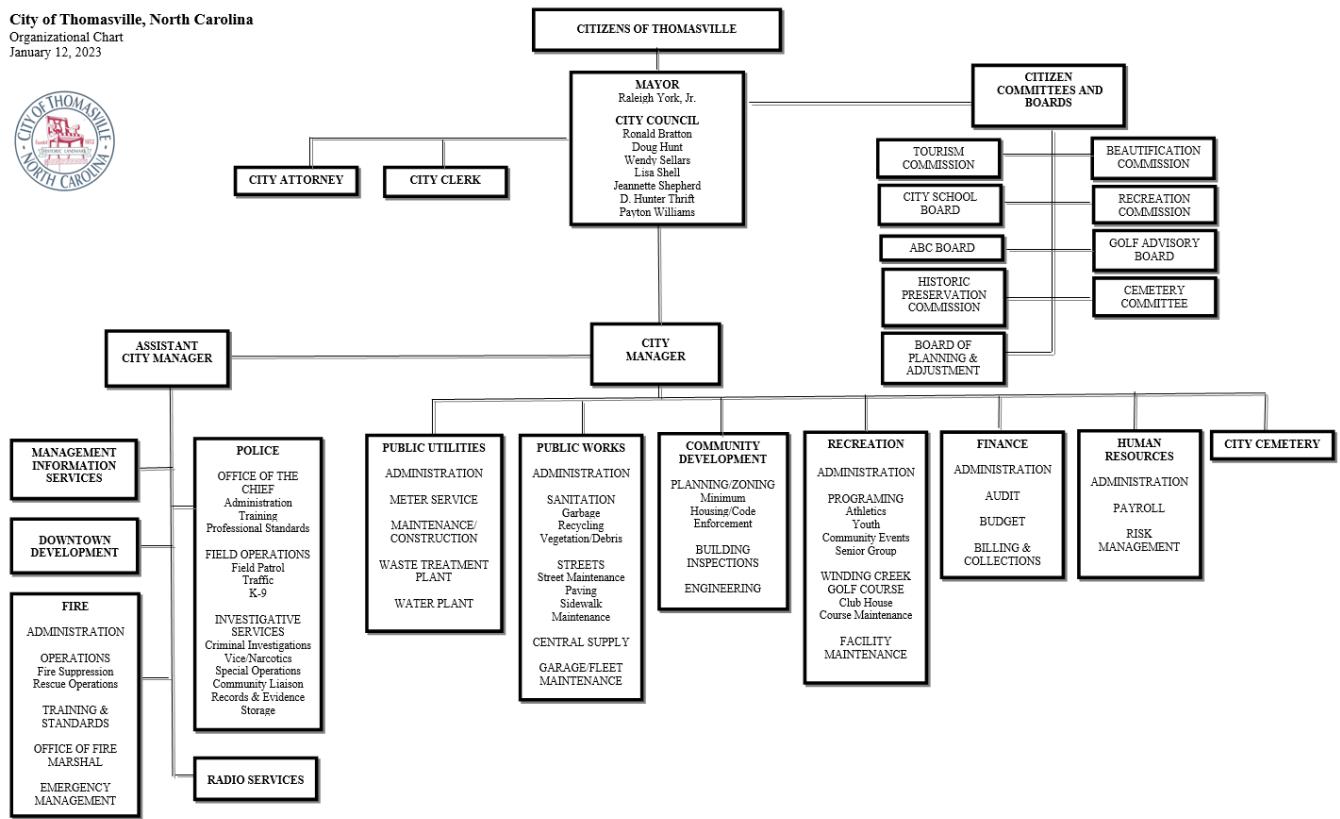
The furniture industry in Thomasville was made possible by the abundance of hardwoods in the surrounding forests. Companies like Thomasville Furniture Industries, which was founded in 1904, became household names and helped put the city on the map. The industry continued to thrive through the mid-20th century, but by the 1970s, many companies had moved their operations overseas.

Despite the decline of the furniture industry, Thomasville has remained a vibrant community. In recent years, the city has worked to revitalize its downtown area, which is home to numerous shops, restaurants, and cultural attractions. The city also hosts a number of community events throughout the year, including the annual Christmas parade and the "Everybody's Day" festival, which dates back to 1908.

Today, Thomasville is a city that celebrates its history while looking toward the future. Residents and visitors alike can appreciate the city's rich past while enjoying all that it has to offer in the present. From its charming downtown to its community spirit, Thomasville is a city that continues to evolve and grow.

Organizational Structure

City of Thomasville, North Carolina
Organizational Chart
January 12, 2023



Meet the Officials



In order as pictured above:

Council Member Payton Williams

Council Member Lisa Shell

Council Member Doug Hunt

Mayor Raleigh York, Jr.

Council Member Ron Bratton

Council Member D. Hunter Thrift

Council Member Jeannette Shepherd

Council Member Wendy Sellars

[Overview of City Departments](#)

Administration

This department includes the Mayor, Council Members, City Manager, Assistant City Manager, City Clerk, and Administrative Assistant.

Fire Service

The Fire Service includes the Chief and administrative staff, officers, engineers, and firefighters.

Finance

The Finance Department is charged with accounts receivable, accounts payable, and budget control for the City. Water and sewer bills are collected here, and any billing inquiries should be made to the Billing and Collections division of the Finance Department.

Human Resources

Thomasville is an equal opportunity employer. Check with Personnel for job vacancies and employment benefits.

Planning and Zoning

The Planning Department is your source for building permits, construction inspections, zoning, and minimum housing inspections. The Engineering Department maintains the maps for all flood plains and floodways. Our Engineering Department also works closely with the North Carolina Department of Transportation.

Police

Community-Oriented Policing is getting to know your officers before you have an emergency. It also lets the officers know how to serve you better and help you with other public services. Our Police Department hosts events and programs such as “National Night Out”, “Neighborhood Watch” and “CRIMESTOPPERS”.

Public Works

The Department is divided into the following division; City Garage, Street Maintenance (including Powell Bill Street Maintenance) and Sanitation. .

The City Garage maintains the vehicles and equipment of the City, with the exception of the heavy Fire Department trucks. The Streets division is responsible for maintaining and repairing over 100 miles of local streets and sidewalks, contracts re-paving projects, and coordinates with NC Department of Transportation for maintenance and re-paving of NCDOT streets. Sanitation is responsible for weekly trash and recycling pick-up of over 11,000 residential properties, pick-up of leaves, limbs, and other vegetative debris, and pick-up of bulk items, as needed.

Recreation

Our Recreation facilities and staff offer great activities and spaces for all ages. Whether your interest is in well-being, athletics, camps, nature, arts, special events, senior activities or play, we would like to encourage you to take advantage of the benefits that our programs and spaces provide.

Winding Creek Golf Course opened in August 1997 over the reclaimed waste of the closed City landfill. The course has steep hills, and a cart is highly recommended. Fairways are tight and challenging for the experienced golfer. The greens and the fees make the course inviting for the novice, too.

Utilities Services

Our Public Utilities Department is responsible for Thomasville's water service and wastewater collection and treatment. Duke Energy provides power. Piedmont Natural Gas Company provides gas. Spectrum provides cable and high-speed internet service. North State Telephone provides local phone service, as well as analog and DSL internet service.

DEPARTMENT CONTACTS

Administration

Michael Brandt, City Manager 336-475-5599
Eddie Bowling, Assistant CM 336-475-4222

Engineering

Chuck George, Planning Director 336-475-4255

Fire Service

Jason Myers, Fire Chief 336-475-5524

Golf Course

Jason Gentel, Golf Pro 336-475-5581

Finance

Thomas Avant, Finance Director 336-475-4233

Human Resources

Alicia Quick, HR Director 336-475-4229

Planning & Zoning

Chuck George, Planning Director 336-475-4255

Police

Dustin Carter, Police Chief 336-475-4275

Public Services

Daryl Poole, 336-475-4239
Public Works Director

Recreation

Cory Tobin, Recreation Director 336-475-4281

Mission

Our Mission is to provide quality municipal services to the Citizens of Thomasville.

Vision

Building a Better Thomasville Together

Core Values

Innovative Growth - We focus on continuous improvement – of ourselves and for the processes in which we are accountable.

Diversity, Equity & Equality - Our organizations should respect and appreciate differences in age, gender, ethnicity, education, physical abilities, race, and religion among individuals.

Quality, Effective Service - Through teamwork by supporting and empowering staff to serve the community every day. We continually raise standards and drive our teams to deliver high quality services and processes.

Honesty & Integrity is the foundation for everything we do. We expect everyone to do the right thing even when no one is watching.

Strategic Priorities

To achieve our vision, we have identified six strategic priorities:

- 1. Sustainable Growth and Development** – We will promote responsible and sustainable development that balances the needs of our residents with the protection of our natural environment. We have a “Recreation for All” mindset.
- 2. Infrastructure Renewal** – We will invest in our infrastructure to ensure that it is safe, reliable, and efficient, and meets the needs of our growing community. We accomplish this with responsible budgeting and being good stewards of the community resources.
- 3. Economic Development** – We will encourage economic growth and diversification by attracting new businesses and industries, supporting existing businesses, and creating employment opportunities for our residents.
- 4. Community Safety and Well-being** – We will work to create a safe and inclusive community that promotes the health and well-being of all residents. Safe communities for all is paramount.
- 5. Environmental Stewardship** – We will protect and enhance our natural environment by promoting sustainable practices and reducing our carbon footprint.
- 6. Effective Governance and Leadership** – We will provide transparent and accountable governance, and foster a culture of innovation and collaboration within our organization. We will accomplish this with a commitment to the workforce while supporting cultural diversity and focusing on ensuring the availability of a competent workforce.

City Council S.W.O.T. Analysis

Strengths	Weaknesses
Training	Communications
Business Owners	Homelessness / Drugs / Crime
Department Heads	Resistance to change from status quo
Leadership	Demographics – Young people leaving
Community Involvement	Quality affordable housing
Buy-in from all sectors	No strategic plan
Citizens	No defining identity similar to furniture
Resiliency	Activities for kids
Solid financial state	Infrastructure
Communication	School System

Opportunities	Threats
Financial growth	Complacency and Fear
Leveraging social media marketing	Crime / Public Safety
Communications	Not Engaging Younger Generations
Parks and Recreation	Pace of Change
New Gymnasium	Adaptability
Increasing Staff	Fear of Change
Clearly Defined Direction	Human Relations - Demographics
Generations wants Downtown / Downtown	Uniform

Engineering

Mission: To humbly provide the resources to protect and preserve the City of Thomasville properties, easements/rights-of-ways, and infrastructure.

Vision: To provide the best service possible in a timely manner to the City of Thomasville citizens and government.

Departmental Core Values: Honesty, Integrity and Unbiased Judgement

Strategic Priorities: Address exiting employees staff shortages, community development, Bluebeam

Engineering S.W.O.T.

Strengths	Weaknesses
Professionalism / Licensure	Reduction in personnel
Continuing education PDH's	No GIS Personnel
Communication	Changes in NC Datum
Sharing of tasks	Implementing the International foot
60+ years of experience	Multi-tasking
Working closely with other departments	Microsoft Office 365

Opportunities	Threats
New technology	Only one exit from Engineering department
Future apprenticeships	No vehicle cage
Restructuring development ordinance	Aging roof
Job creation	Lack of 4x4 vehicle

Engineering Balanced Scorecard

Perspectives:

1. Financial
 - a. Replace Engineering Department car with 4X4 Tahoe
 - i. Initiatives
 1. Purchase with capital funds
 2. Obtain used vehicle from another division
 - b. Reduce waste
 - i. Initiative
 1. Maintain accountability and monitor waste generated
2. Customer
 - a. Coordinate with Utility Departments new GIS System
 - i. Initiative

1. Provide updated shape file data to PU Maintenance and Construction division as requested
 2. Update Utility data per new installations, surveyed data, etc.
3. Internal
 - a. Respond to staffing shortage based on potential retiring City Surveyor
 - i. Initiative
 1. Communicate with Department head/HR about vacancy
 2. Note pertinent annual tasks to be performed remaining staff
 3. Advertise engineering department position 3 months in advance
 4. Coordinate with HR on personnel qualifications
 4. Learning and Growth
 - a. Continuing Education is required annually for 15 hours
 - i. Initiative
 1. Continue to take board approved PDHs
 - b. Community Development Software implementation
 - i. Initiative
 1. Attend supplier's onsite training
 - c. Bluebeam software implementation
 - i. Initiative
 1. Bluebeam University webinars and work with Planning Department on implementing Bluebeam to city departments

Fire and Rescue Services

Mission: The greatest resource the Thomasville Fire Department will always have is the members who serve this community. The nature of the department's mission is to make sure that qualified and professional personnel are committed to providing the highest quality of emergency services and public education to the citizens of Thomasville.

Vision: Utilize a holistic approach to ensure our member's health and well-being, knowledge, and training and in-turn provide a high level of customer service.

Departmental Core Values: Professional, Committed, Excellence & Qualified

Strategic Priorities:

1. Ensure we are being fiscally responsible as an organization
2. Improve customer interaction and public education initiatives
3. Improve the health and wellness of our membership
4. Ensure members have the opportunity to participate in meaningful development and training focused on providing our customers with top-level service

Fire Department S.W.O.T Analysis

Strengths	Weaknesses
People	Aging apparatus
Training Facility	Training - Autonomy
Leadership / Technology	Update probationary book
Daily Operations	Callback participation
Focus and Vision for the future	Outdated air monitors
City support	Time weakness – too busy
Newer Equipment	Computer training
Open Communications top / down	More thorough documentation
	Professional development
	Physical fitness

Opportunities	Threats
Regularly scheduled officer / staff meetings	COVID
More transparency	Burn out and buy-in since so busy
Communications between shifts	Budget
Rescue field	Not leaving people behind
City council demonstrations	Social media
Outside specialized trainings	Callback OT / Compensatory (Proactive)
Rotary, Lions, Chamber of Commerce – Community Outreach – Positive public Interactions	Political changes
Succession planning – Officer Development	Selfishness

Fire and Rescue Services Balanced Scorecard

Perspectives:

1. Financial
 - a. Supplement our administrative/operational/capital improvement budgets by obtaining grant funding
 - i. Initiatives
 1. Apply for FEMA Assistance to Firefighter's Grant, FEMA Staffing for Adequate Fire and Emergency Response (SAFER), FEMA Fire Prevention and Safety (FP&S) and other grants
 - b. Exhibit fiscally responsible budget management
 - i. Initiative
 1. Perform in-house structural and apparatus repairs, when feasible
 2. Utilize part-time staff to maintain staffing levels and minimize overtime expenditures
 2. Customer
 - a. Maintain or improve ISO Classification Rating
 - i. Initiative
 1. Implement extended hose lays for structures located between 1000' and 2000' from pressurized hydrant
 2. Implement water haul operations for structures located greater than 2000' from pressurized hydrants
 - b. Increase amount of fire inspections performed annually
 - i. Initiative
 1. Implement mobile inspection software and improve efficiency
 - c. Implement additional Fire & Life Safety endeavors
 - i. Initiative
 1. Conduct hands-only CPR training at various Public Education events
 2. Partner with American Red Cross to conduct smoke alarm canvas in high risk areas
 3. Partner with Habitat for Humanity to install a residential sprinkler system in a new home
 - d. Improve information provided following structure fire
 - i. Initiative
 1. Provide affected customers an "After the Fire" booklet to assist with structure fire recovery
 - e. Increase customer digital media interaction with TFD
 - i. Initiative
 1. Increase Nixle subscribers by advertising in water bills
 2. Implement QR code on apparatus/vehicles and stations that links to fire department website
3. Internal
 - a. Improve overall physical fitness
 - i. Initiative
 1. Implement a mandatory 2-hour/month physical fitness requirement

2. Implement an annual physical agility assessment/air consumption test
- b. Improve internal communications
 - i. Initiative
 1. Monthly staff meetings followed by an update video from the Office of the Fire Chief distributed department-wide
4. Learning and Growth
 - a. Improve officer development training
 - i. Initiative
 1. Ensure all Captains, Rescue Captains, FEOs and REOs complete Brave Fire Leader I and II training
 2. Launch Thomasville Fire & Rescue Officer Development program
 - b. Improve current processes
 - i. Initiative
 1. Each crew review 6 NIOSH LODD reports and provide any recommendations for improvement for TFD
 - c. Specialized outside training
 - i. Initiative
 1. Send members to specialized training hosted by external agencies

Golf Course

Mission: Our mission is to maintain and continuously improve the golf course and clubhouse facilities for present and future customers. To deliver a rewarding golf experience in line with our core values both on and off the course, by ensuring that services and facilities are of the highest possible standard, while maintaining our financial stability and providing our customers with excellent value for their money.

Vision: The vision of Winding Creek Golf Course is to provide the best golf and amenities and retaining long-term customers from the entire triad area.

Departmental Core Values:

- ❖ **Teamwork** – We work together in the best interests of the City of Thomasville with integrity and professionalism in order to achieve our goals.
- ❖ We share information and communicate clearly and simply.
- ❖ **Continuous Improvement** – We focus on continuous improvement of our golfing, clubhouse services, and social activities. We consult regularly with our customers to seek out new ideas in relation to all of our club's activities.
- ❖ **Respect** – We provide a friendly, caring, and respectful environment for all our customers.
- ❖ **Inclusiveness** – We promote the game of golf and provide an affordable facility with a welcoming atmosphere to all who wish to participate.

Strategic Priorities: Short game area, complete all ARPA projects, increase staffing and replace golf carts.

Golf S.W.O.T Analysis

Strengths	Weaknesses
Clubhouse:	Clubhouse:
Tournament Management	Staffing
Affordable Golf for the public	Training
Customer service	Cleanliness of Clubhouse
Tee Sheet Management	Communications
Maintenance:	Maintenance:
Course Conditions	Communications
Courteous staff to customers	Self-motivation of crew
Doing projects in house	Organization skills
Knowledge of agronomy	

Opportunities	Threats
Clubhouse:	Clubhouse:
ARPA projects	Financial constraints
Roof replacement / siding	High inflation
New carts	Job market constraints
	Cart issues (batteries)
Maintenance:	Maintenance:
Completion of short game area	Weather
Cart path repair	Obtaining and maintaining part-time staff
Irrigation improvements	
Bunker renovation	

Golf Course Balanced Scorecard

Perspectives:

1. Financial
 - a. 2 year goal - 5% higher Revenues
 - i. Initiatives
 1. Better Advertising and Rate increase
2. Customer
 - a. Increase Rounds of Golf 5% in 2 years
 - i. Initiative
 1. Better Advertising and Better amenities
 - b. More events for Customers
 - i. Initiative
 1. More staffing and promotion of events
3. Internal
 - a. Complete short game area
 - i. Initiative
 1. Time management
 - b. Complete bathrooms
 - i. Initiative
 1. Time management
 - c. Complete driving range building
 - i. Initiative
 1. Time Management
 - d. Upgrade irrigation controls
 - i. Initiative
 1. Seek alternative funding sources
 - e. Greens reconstruction 10-year
 - i. Initiative
 1. Seek alternative funding sources
4. Learning and Growth
 - a. Education for employees in all golf areas

- i. Initiative
 - 1. Budget for travel and staff trainings
- b. Continued education for managers
 - i. Initiative
 - 1. Budget for travel and staff trainings

Finance Department

Mission: A commitment to community service, enhancement, and transformation through fiscal stewardship

Vision: Our vision is to improve the lives of our citizens through the financial viability and sustainability of city government and its operations: providing resources and services, which will enhance the quality of life among our citizenry.

Departmental Core Values:

- ❖ Diligence, efficiency, empathy, authenticity, supportive (customer and staff)
- ❖ Reliability, Purpose, Integrity, Accountability, Equity, Consistency, Honesty
- ❖ Collaborative, Communicative, Responsive, Initiative, Thoroughness
- ❖ Resourcefulness, Ethicality

Strategic Priorities:

- ❖ Continuous improvement in customer interactions, service, and responsiveness
- ❖ Cross-training for improved efficiency and functionality and reduced burden on key staff
- ❖ Progressively improve operations, processes, organizational culture, and financial positioning
- ❖ Communicate openly and effectively and provide relevant information and resources to all organizational stakeholders

Finance Department S.W.O.T

Strengths	Weaknesses
Customer service management and supervision	Burnout in key positions
Knowledgeable and experienced staff	Staff capacity is limited in relation to similar sized local governments
Staff depth, breadth, and cross-training	Current structure of Finance Dept. (no financial analyst)
Efficient and effective staff	
Strong financial position and growth potential	
Resilience, judgement and adaptability of staff	
Information sharing through department	
Extensive grant funding for capital improvement and infrastructure projects to supplement city funds	
Reserve funding for special projects (recreation / street paving and resurfacing	

Opportunities	Threats
Improved work distribution in department	Customer service staff turnover as a result of nature of work and compensation
Higher property tax collections through several large-scale local economic development projects	Increasing costs of goods and services and of maintaining current business operations
Continued employee empowerment (significant progress has been made)	Progressively challenging regulatory requirements, required reporting, and resulting administrative burden placed on municipal governments (audited financial statements, GASB requirements, LGC reporting, etc.)
Continuous improvement: process, procedural, and conceptual documentation (Significant progress has been made.)	Resistance to change, complacency (organizational issue)
Simplification and documentation of job processes (Significant progress has been made).	Lack of organizational and operational benchmarking with other similar-sized government organizations, which would provide necessary information required for organizational strategic change implementation to alleviate capacity issues.
	Additional grant funding adds to the departmental administrative burden.
	City government is currently operating as if we were a much smaller city - one that operates without the complexity of demands and responsibilities imposed on a city of our size - which is an organizational issue. Better utilization of current city staff and increased capacity in certain areas will be required to meet the challenges of a city our size. In addition, new positions must be planned and structured properly for maximum output and improved operations, which requires a great deal of effort and planning.
	Our department seems to catch additional duties in which no clear responsibility has been delegated/communicated in the past or in which role ambiguity exists within the organization.

Finance Department Balanced Scorecard

Perspectives:

1. Financial
 - a. Control General Fund budget spending
 - i. Initiatives
 1. Communicate with Dept. Directors throughout year to reduce operational spending if possible; track department spending monthly
 - b. Add to unassigned General Fund balance at year-end
 - i. Initiative
 1. Utilize effective budget trending to:
 - a. develop accurate revenue projections
 - b. reduce budgeted expenditures when possible;
 2. Communicate and coordinate with Dept. Directors and Administration in the budget development stage for effective
2. Customer
 - a. Increase online/telephone utility bill payments/Increase number of customers enrolled in e-statement billing
 - i. Initiative
 1. Add information to utility bills stating there is no administrative fee charged to customers for online and telephone payments
 2. Add information to utility bills encouraging customers to enroll in e-billing
 3. Billing and Collections staff will inform customers at City Hall and on telephone calls that payments can be made online
 4. Create flyers for posting at City Hall and post information to city website to encourage customers to enroll in e-billing to reduce costs associated with paper statement processing
3. Internal
 - a. Continued focus on more feasible work distribution to improve departmental operations and reduce burnout among key staff
 - i. Initiative
 1. As time and opportunity permits, continue to cross-train and distribute certain responsibilities to capable staff
 2. Train and assign purchasing responsibilities to Accounting Clerk as she progresses through the certification process for CLGPO
 3. Assistant Finance Director will continue to train Accounting Operations Manager on audit and other reporting responsibilities to lessen his workload
 4. If/when vacancies occur, restructure positions based on departmental needs (i.e., Financial/Budget Analyst needed) or add additional staff as needed
 5. Also, evaluation of work distribution (organization-wide) and effective utilization of current staff capacity within the organization can reduce burnout in overburdened departments - need assistance from

Administration for strategic change management implementation and more effective organizational work distribution.

4. Learning and Growth

- a. To fill the void of a Finance Department without a Purchasing Officer, we have developed an employee development plan for our Accounting Technician, Megan Widener, to acquire the skills, knowledge, and training to serve the purchasing needs of the department and city, while providing her the opportunity to strengthen her experience and advance her career prospects. She is seeking certification as a Certified Local Government Purchasing Officer (CLGPO) through the Carolinas Association of Governmental Purchasing (CAGP), in conjunction with the UNC School of Government.

- i. Initiative

- 1. Complete four required UNC School of Government courses. Pass all sections of the CLGPO certification examination. Maintain certification annually. Take on purchasing duties within Finance department.

- a. Status

- i. Ongoing; currently completing final UNCSOG class and will attend conference and take examination in March 2023. Megan has already started taking on purchasing duties in Finance and will continue to progressively increase her purchasing workload. Our ultimate plan is to have the A/P and Accounting Tech. positions merged into one position with responsibility for all A/P and purchasing functions, which will allow the Accounting Tech. position to be restructured into a more comprehensive Accountant or Analyst position in Finance. This process will be gradual and occur naturally through current staff attrition (retirement or resignation).

Human Resources

Mission: Our mission is to create and celebrate an inclusive, diverse, healthy and safe workplace with integrity, respect and compassion for the employees and community we serve.

Vision: Our vision is to become a premier employer of choice in the Triad, reflective of the community we serve with care.

Departmental Core Values:

- ❖ Community, Diversity, Equity, Excellence, Integrity, Respect, Compassion, Innovation, Creativity

Strategic Priorities:

- ❖ Create and establish a brand as a premier employer of choice in the Triad.
- ❖ Recruit purposefully (attract a diverse educated, skilled professional talent pool).
- ❖ Retain valuable seasoned talent (progressive professional development, opportunities for growth and career advancement).
- ❖ Reward for performance (with service and merit based recognition, monetary and other)
- ❖ Engage our employees with purpose and care.
- ❖ Cross-training for all
- ❖ Streamlining operations
- ❖ Modernization
- ❖ Continuing education for all departments
- ❖ Employee Wellness (Culture of Care, physical, emotional and financial well-being)

Human Resources S.W.O.T

Strengths	Weaknesses
Experienced, educated and knowledgeable talent/staff.	Newly/recently employed with City of Thomasville
Informed of private and public workplace trends & regulations.	Limited external perspectives/understanding of current workplace operations, dynamics & "politics."
Progressive and positive attitude.	Fewer local connections to the community (all current staff members are recent "transplants" and are not Thomasville or Davidson County natives).
Diversity (professional and personal background)	Still learning about local internal and external culture and community.
Increased responsiveness for HR solutions and services response time.	Communication (external).
Reduced implementation and service response time significantly (for recruiting, retirement planning & other supportive services).	

Willingness and capacity to create and implement new initiatives that compliment/enhance current ones.	
Job aids/written instructions for various HR & Payroll functions/tasks	
Communication (internal)	
Approachable, friendly and respectful staff.	

Opportunities	Threats
Newly/recently employed with City of Thomasville	Limited financial resources
New perspectives and transparency	Limited employees (in HR and other departments)
Collaborative efforts with other departments	Rapidly changing needs of the workforce
Collaborative efforts with local community (City/County)	Resistance to change/progress
Continuing education	Limited knowledge in specialty areas of expertise, all positions are specialized to an extent.
Increased engagement with other municipal/local government employers as well as private employers.	Historical reputation of favoritism and inconsistent delivery of services, employee support and communication.
New Risk Manager position to address workers' compensation, property and liability loss prevention.	Staffing, recruiting and retention issues (retirement of long term seasoned employees, reduction in qualified talent pool, employees leaving for higher pay opportunities in other careers, lack of interest in local government careers).
	Difficulty remaining competitive as an employer of choice (compensation, benefits, career growth and advancement).
	Historical lack of trust for the department and other leadership with the City of Thomasville.
	Increased turnover

Human Resources Balanced Scorecard

Perspectives:

1. Financial

a. Employee Safety Committee

i. Initiatives

1. Re-establish Safety Committee by July of 2023.
2. Host quarterly meetings (with separate subcommittee meetings as needed).
3. Establish measurable goals for safety training, inspections and information resources).
4. Evaluate program after one year to analyze effectiveness and impact on risk costs.

b. Wellness Committee

i. Initiative

1. Collaborate with Parks and Recreation and other departments as appropriate to establish a new health and wellness committee.
2. Create a retiree association (with help from Advancement and other departments).
3. Create and enhance employee appreciation/recognition events for all employees.

c. Payroll

i. Initiative

1. Establish Electronic Personnel Action Form (PAF), fully integrated with current system by July of 2023.
2. Streamline process to reduce complete approval processing time to seven business days or less.
3. Identify gaps in communication to help increase accuracy in time and attendance and leave accrual-reporting process.
4. Continue mandatory direct deposits, with options to deposit into two separate accounts (or more if possible).
5. Provide payroll information session/lunch and learn to primary time and attendance reporters in various departments by August of 2023.

d. Compensation

i. Initiative

1. Conduct periodic formal compensation reviews with third party assessors by July of 2023, July of 2024 and July of 2025 (by departments, starting with lowest compensated employees).
2. Create and distribute new total compensation letters for all full time staff by February 1 of each year).
3. Review FLSA standards and payroll practices related to regular, overtime and special leave/other compensation types (i.e. worker's compensation, FMLA, overtime and compensatory time pay schedules).
4. Establish a new minimum pay rate for all positions and update pay plan/grades accordingly.

- e. Human Resources Information System and Technology
 - i. Initiative
 - 1. Continue to enhance and improve efficiency and effectiveness.
 - 2. Increase employee access to online resources (web/virtual/cloud based)
 - a. Implement Employee Self Service Feature with Central Square
 - b. Implement & Relaunch NeoGov online training learning management system (allows for assigned required training as well as voluntary training modules, certifications and tracking).
 - c. Implement Businessolver online benefits management/administration portal for HR staff and employee self-service by July of 2024.
 - 3. Expand functionality use and knowledge with HR & Payroll staff.
 - 4. Integrate more HR analytics/reporting into everyday services/operations (as an integral part of the decision-making process).
 - a. Utilize Superion and other report writer features as needed
 - 5. Encourage more participants for online/electronic W2s and 1095 C forms (instead of paper versions).
 - a. Opt-out for online only tax forms by July of 2025.
 - 6. Assess effectiveness of Firehouse and Pace Scheduler software with Fire Department and Police Department by July of 2023.
 - 7. Implement full self-service time and attendance module by July of 2025 (improve accuracy and timeliness of attendance records, schedules and electronic timesheets with full integration of systems).
 - 2. Customer
 - a. Recruiting
 - i. Initiative
 - 1. Implement on-site recruiting efforts in addition to website based recruiting.
 - 2. Increase specialized professional publications for various areas of expertise in challenging recruiting areas (water plant operators,
 - 3. Increase diversity of staff by July of 2025 by 10% compared to July of 2022 (increase by 5% in 2023 and 5% in 2024, culture, native language, age, ethnicity, gender, etc.).
 - 4. Create customized orientation and onboarding program for quarterly new hire orientation and individual orientation process as appropriate.
 - b. Organization / Operations
 - i. Initiative
 - 1. Hire new Human Resources Trainee/Intern by October of 2023 (for health & wellness, recruiting onboarding, communications).
 - 2. Focus more heavily on strategic proactive initiatives and measures (instead of reactive tasks/initiatives).
 - 3. Internal
 - a. Wellness Initiatives
 - i. Initiative

1. Implement and promote wellness plan via Blue Cross & Blue Shield of NC for all eligible participants by May of 2023 (evaluate program utilization after 6 months and one year).
 2. Implement LiveOnGo interactive wellness plan for high risk and other employees by July of 2023.
 3. Communicate physical and mental/behavioral health and wellness resources effectively via Thomasville Works! Newsletter, online and on-site activities for employees and their families (at least quarterly).
 4. Participate in community health and wellness related events (walks, blood drives, other opportunities to give back to local community and increase awareness/GC presence).Learning and Growth
- b. The City of Thomasville's Elevated Employment Experience (Employee Engagement)
 - i. Initiative
 1. Collaborate with UNC Chapel Hill and administration to conduct employee climate engagement survey (benefits, compensation, management, career development, diversity, equity & inclusion, etc.).
 2. Work with multiple departments to help create a culture of diversity and inclusion, centered with City of Thomasville's Core Values (Focus groups: TBD).
 3. Create/enhance/encourage work-life balance resources (collaborate with Parks & Recreation to promote, track and assess wellness initiatives to determine effectiveness).
 4. Partner with Marketing to tell our stories (what does the City mean to you? How does your experience as an employee shape/influence others, as well as yourself?).
 5. Gather feedback from 30/60/90 day quick surveys (5-10 questions or less of recent new hires).
- c. Communication
 - i. Initiative
 1. Continue to communicate pertinent information via the employee newsletter: **Thomasville Works!** At least quarterly.
 2. Update our HR & Payroll web page (intranet) at least quarterly (including links to the e-newsletter).
 3. Work with committees to keep faculty and staff informed.
- d. Rewards and Recognitions
 - i. Initiatives
 1. Review and re-evaluate current service awards selection process, cost and options (O.C. Tanner vs. other options).
 2. Provide service award certificates presented during annual luncheon.
 3. Provide safety awards program (risk management).
 4. Redesign health and wellness awards program by January of 2024 (in collaboration with health & wellness committee as well as Parks & Recreation Department and other departments).
- e. Policies and Procedures

i. Initiative

1. Continue to review and update employee policies and procedures as appropriate.
2. Conduct a full review and update by July of 2024 (possibly with an outside third party consultant).
3. Continue to document and share internal procedures with HR Department staff for quick reference purposes.
4. Review records retention standards and strategies by October of 2023.

f. Risk Management

i. Initiative

1. Recruit and place new Risk Manager.
2. Conduct Needs Assessment for Property and Liability Risk as well as Workplace Safety and Wellness Risk (by October of 2023).
3. Implement new safety training and development program (with safety ambassadors).
4. Collaborate with department heads, safety ambassadors and key departmental trainers to determine gaps in safety training and operations.
5. Reduce claims costs by 2% by January of 2024 (continue to reduce costs each fiscal year by 2% or more).
6. Reduce expected annual premium costs by 2% annually.
7. Re-establish Safety Committee.

g. Benefits Administration

i. Initiative

1. Be responsive in a timely and respectful manner.
2. Provide updates on progress during one on one and team meetings.
3. Keep individual employees informed of status updates (follow up via telephone, email or in person by the end of the business day or within 24 hours of initial inquiry, depending on level of urgency).
4. Conduct periodic reviews of current coverage and employee/dependent/spouse eligibility (monthly, quarterly, and annually).
5. Continue open enrollment in May of each year for July 1st benefit year (plan year changed in 2021).
6. Create more web-based resources for employees (on our website).
7. Collaborate with Empower/NC Retirement Systems to create more retirement readiness initiatives/resources/information sessions (at least one per month by January of 2024).
8. Partner with Gallagher Benefits Brokers/Advisers to evaluate current benefits plans and determine what plans will best serve the needs of our employees each year.

4. Training and Growth

a. Training and development

i. Initiative

1. Continue to develop and improve new hire orientation/onboarding experience.
 - a. Integrate basic safety and wellness information.
 - b. Create a mentor program for new hires by July of 2024.
 2. Continue to increase opportunities & transferable skills/applied knowledge of staff (using NeoGov and other onsite training).
 3. Provide/create unique training program for City of Thomasville supervisors & employees interested in supervision by January of 2024 (collaborate with various department heads, utilize online resources combined with on-site in person training).
 4. Host/attend at least one customer service based training annually (all HR staff and front line staff by July of 2024).T.B.D.
- b. Performance Management for Staff
- i. Initiative
 1. Review and assess current employee evaluation process, make updates as appropriate.
 2. Create/identify online tool that can be used along with/in place of current paper manual forms.
 3. Host a lunch and learn training session for supervisors by October of 2023.
 4. Inform all employees of any updates and expectations for the process by October of 2023.

Planning and Zoning

Mission: The department's purpose is to serve the City of Thomasville by protecting the public's health, safety, and general welfare. This protection is provided through the enforcement of the technical codes and the General Statutes set forth by the State of North Carolina and Thomasville's Code of Ordinances.

Vision: Our goal is to enforce these codes professionally and provide knowledge and understanding to contractors and citizens of Thomasville.

Departmental Core Values:

- ❖ Honesty, Integrity, Professionalism, Unbiased Judgement

Strategic Priorities:

- ❖ Utilize grant resources to remove commercial buildings.
- ❖ Implementation and training for Community Development software.
- ❖ Bluebeam University training courses online.
- ❖ Contract consulting services for HPC.
- ❖ Crosstrain Minimum Housing Inspector to process permits to assist in the absence of permit tech.

Planning and Zoning S.W.O.T

Strengths	Weaknesses
Experience	Online forms / application
Professional	Office 365
Communication	Software for Minimum Housing
Customer Service	Bluebeam
Certification – Inspectors	Historic Preservation
Cross-training	Assistant Planner / Permit Tech
Passionate	
Working closely with other departments	

Opportunities	Threats
Cross-training	Customer Service
Staff Certification	Staff spread thin within responsibilities
User friendly software	Elevator switch location chart for emergencies
Educate our customers	Funds to remove commercial buildings
Software training for staff	
Improve online applications	
Improve Communications with customers	
Historic Preservation consulting services	
Assistant Planner / Permit Tech	

Planning and Zoning Balanced Scorecard

Perspectives:

1. Financial
 - a. Manage operation expenses and reduce spending
 - i. Initiatives
 1. Reduce supplies expenses 3%
 - b. Historic Preservation Commission Consulting Services
 - i. Initiative
 1. Funds already in Place - Professional Account Planning
2. Customer
 - a. Historic Preservation Commission
 - i. Initiative
 1. Consulting start service by 2nd Quarter 2023
3. Internal
 - a. Historic Preservation Commission Consulting Services
 - i. Initiative
 1. Create RFQ 1st. Quarter 2023
 2. Advertise HPC Consulting position 1st. Quarter 2023
 3. Interview applicants 1st Quarter 2023
 - b. Community Development Program
 - i. Initiative
 1. Implementing Community Development Program
 2. Improve Online Application and submittal with attachments
 3. Email Inspection results to contractors
 - c. Bluebeam
 - i. Initiative
 1. Transition from paper drawing to PDF
 - d. Elevator
 - i. Initiative
 1. Create an elevator switch location chart to reset for emergency
 - e. Staff Assistant for planning and permit tech
 - i. Initiative
 1. Create a request for a new position for the next budget year
4. Learning and Growth
 - a. Continuing education for staff
 - i. Initiative
 1. DOI Continue Education Courses
 2. Planning & Zoning Continue Education Courses
 - b. Encourage staff certification
 - i. Initiative
 1. Minimum Housing Inspectors - Building Level I by the end of 2024
 - c. Community Development Program
 - i. Initiative
 1. Staff attendance for onsite training

- d. Bluebeam
 - i. Initiative
 - 1. Take Bluebeam University Online Courses

Police Department

Mission: We are committed to protecting and serving our community, creating a safe environment through partnerships, and safeguarding the rights of all individuals.

Vision: An agency committed to excellence

Departmental Core Values:

- ❖ Integrity, Professionalism, Courage, Loyalty, & Accountability

Strategic Priorities:

- ❖ Crime prevention through proactive policing
- ❖ Traffic safety
- ❖ Improve agency effectiveness and efficiency
- ❖ Recruitment and retention
- ❖ Increase community trust through interaction, involvement and accountability.

Police Department S.W.O.T

Strengths	Weaknesses
Education	Diversity within the agency
New state of the art facility / equipment	Communications / interdepartmental
Viewed favorably by the community	Resource allocation on patrol
External relationships / partnerships	Noting using technology to fullest potential
Technology	Lack of problem oriented policing
Career development/ continuing education	Officers not receiving specific internal training (active shooter, defensive driving, SCAT)

Opportunities	Threats
Improve departmental communication	Budget constraints
Improve social media platforms	Losing legitimacy from the community
Increase development of officers	Incidents handled poorly / unprofessional
Becoming progressing and changing	Leniency of the court leading to reoffending
Improve internal intelligence sharing	Recruitment and hiring
Organizational restructuring	Retention of personnel
Job rotations	
Increase officer pro-activeness	
Succession planning	
Seek alternative funding sources	

Police Department Balanced Scorecard

Perspectives:

1. Financial

- a. Replacement of body cameras, dash cameras and storage management system
 - i. Initiatives
 - 1. Receive funding for new body camera/dash camera management system
 - a. Implement new body cameras, dash cameras and management storage system by budget year 2024
 - b. Replacement of aging Records Management Systems
 - i. Initiatives
 - 1. Receive funding for new RMS system
 - a. Design RMS transition team, conduct needs assessment, send out RFPs with Bid specifications, select vendor and begin beta testing, transition to new RMS system, train staff on new system
2. Customer
- a. Reduce crime through proactive approaches
 - i. Initiative
 - 1. Observable reduction in Part 1 crimes and traffic crashes
 - a. Implement proactive approaches to reduce crime such as focused deterrence programs, i.e. PSN and EKG(2). Create partnerships with community organizations. Meet with community stakeholders
 - b. Increase public information services
 - i. Initiative
 - 1. Increase in social media presence and participation from citizens, increase in cooperation from witnesses and victims, increase in intelligence regarding community crimes
 - a. Implement CrimeWatch (a web-based, community engagement tool) to provide up-to-date information for the community and allow the exchange of information. Utilize the department's message boards to communicate to the public and increase posts via the department's social media pages
3. Internal
- a. Reduce the amount of unplanned vacancies through employee retention
 - i. Initiative
 - 1. Decrease in unplanned vacancies
 - a. Incentivize professional certificates, increase job rotation, promote and incentivize health and wellness programs, seek salary studies to remain competitive; and increase equipment and technology
 - 2. Increase in employee satisfaction reported in internal surveys
 - a. Provide professional career development plans and pathways for officers/civilians to further promote job growth and development
 - b. Increase community trust through interaction, improvement, and accountability

- i. Initiative
 - 1. A decrease in citizen complaints noted in annual report
 - a. Promote community-oriented policing philosophy and strategy among staff members and continue to provide training specific to de-escalation, implicit-bias, and crisis intervention trainings
 - 2. Increase in offerings of police/community programs
 - c. Increase diversity within the department to be more reflective of the community
 - i. Initiative
 - 1. Increase in percentage of minority and female officers
 - a. Recruit at surrounding community colleges, universities, and HBCUs; expand recruitment of other major disciplines attend job fairs in minority communities; and create a departmental recruitment team
4. Learning and Growth
- a. Reduce the levels of uncertainty among staff members due to gaps in leadership with proper succession planning
 - i. Initiative
 - 1. The amount of officers nearing formal leadership positions receiving management training and leadership courses
 - a. Send officers to management/leadership training that are eligible for supervision
 - b. Increase formal education levels among staff members
 - i. Initiative
 - 1. Increase in the number of formal degrees among staff
 - a. Increase educational incentive pay
 - b. Seek tuition reimbursement funding
 - c. Prioritize hiring of applicants with formal education and degrees

Public Services

Mission: Protect people and the environment by providing quality drinking water and sanitary sewer services at a reasonable cost.

Vision: To enhance the well-being and quality of life for our community by protecting the health of customers and their environment.

Departmental Core Values:

- ❖ Safety, Education and Hard work

Strategic Priorities:

- ❖ Locate and address sources of inflow and infiltration in Collection system.

Public Services S.W.O.T

Strengths	Weaknesses
Employees we have are dedicated, educated and intelligent	Difficulty attracting and retaining new employees
WWTP in good shape	Non-competitive salaries
3 Elevated water tanks in very good shape	Inflow and infiltration in sewer collection system
North Hamby Creek outfall replaced	High percentage of customer poverty
Newer equipment in Maintenance and Construction	Percentage of water lost through leaks due to old pipes
No known lead service lines (Under EPA definition)	Poor / missing historical records
	Losing money on new taps
	Customers do not understand how Drinking Water, Sanitary Sewer, and Storm Water Systems function and the fact that they are completely separate systems

Opportunities	Threats
Updating Aged and Undersized Water Lines	Severe Understaffing at Water Plant (Cannot attract and retain Certified employees due to combination of Low Pay and Night Shift)
Fill Vacancies with Younger Career Employees	Water Plant Needs Upgrades
Loans for New Upgrades as Old Debt is Retired	Raw Water Line(s) Very Old
Enterprise Asset Management Software and Electronic Work Orders and Record Keeping	Growth Demand Without Addressing Existing Demand

Continuously Renewing Water Lines	Poor/Missing Historical Records
Creating better records for future generations	Severe Inflation of Materials and Contractor Pricing
Entice Employees to achieve the highest state certifications that they can attain	Losing Money on New Taps
Create Web Pages and billing inserts to help educate customers	Customers
	Aged infrastructure

Public Services Balanced Scorecard

Perspectives:

1. Financial
 - a. Obtain low or no interest loans through SRF Programs
 - i. Initiatives
 1. Continue to seek out SRF low interest loans and grant opportunities
 - a. Total W/S Utility Debt should remain about the same, decrease, or increase only slightly each fiscal year.
2. Customer
 - a. Educate Customer Base
 - i. Initiative
 1. Add space for this info on Work Orders completed by Field Staff.
Create Informational / Educational Web Pages
 - a. Implement a metric to track customer interactions with staff where customer was educated about some aspect of the water/sewer system(s).
 - b. Create billing inserts specific to topics that would be beneficial to both
 - i. Develop and mail educational billing insert
 1. Drinking water creation
 2. Drinking water distribution
 3. Sewer Collection System
 4. Waste Water Treatment process
 5. Water and Public Health
 6. Difference between drinking water, sewer water and storm water
 7. Sanitary Sewer back-ups
 8. Backflow prevention device assemblies
 9. How to read your water meter
 10. Interacting with Utility Staff
 11. Work Zone Safety
 12. Why are there five people standing around and only two in the hole actually doing work?
 13. Why does it seem like I am always a month behind on my water bill?
 14. How is my water bill calculated and what am I actually paying for?
 15. How to create a household budget.

16. I am in a hurry! Why do I need to wait and why not let me drive through that work zone?
17. Why is my water bill so expensive? What am I actually getting for my money?
18. Utility easements, what are they and why does the city always want to have access?

3. Internal

- a. Educate employees
 - i. Initiative
 1. Implement Career Ladder requiring state and other certifications to advance in the department
 - a. Number of employees attending certification training each year.
 2. Salary increase incentives for attaining advanced education and certifications
 - a. Number of employees passing certification exams each year.
 3. Increase staffing levels so there is time to attend training while still staffing the department
- b. Implement Electronic Work Order System
 - i. Initiative
 1. Purchase CentralSquare Work Order software
 2. Provide all affected staff with access and devices to use CS EAM system
 3. Train all Customer Service and Utilities Department staff to correctly use CS EAM software
- c. Implement Electronic Asset Management System
 - i. Initiative
 1. Purchase CentralSquare Enterprise Asset Management software
 2. Provide all affected staff with access and devices to use CS EAM system
 3. Train all Customer Service and Utilities Department staff to correctly use CS EAM software

4. Learning and Growth

- a. Have all employees reach the highest certification they can achieve
 - i. Initiative
 1. Implement Career Ladder for Departmental Employees
 - a. Employees in each position maximizing education/certification opportunities

Recreation

Mission: Our mission is to provide quality recreational opportunities to better our community through people, parks, and programs.

Vision: To provide a sustainable park system and services that contribute to a high quality of life through recreational programs, parks, facilities, and service.

Departmental Core Values:

- ❖ Creativity, Diversity, Communication, Service, Teamwork, Growth

Strategic Priorities:

- ❖ Expand reach and knowledge of our department to our community.
- ❖ Implement sound and sustainable financial planning and management.
- ❖ Maintain our parks and facility system while addressing ongoing differed maintenance needs and new additions.
- ❖ Provide quality recreational programs for all user groups.
- ❖ Create and implement a professional development program to invest in our staff.

Recreation S.W.O.T

Strengths	Weaknesses
Personnel / Staff	Amount of full-time employees
Programs	Differed maintenance (aging facilities)
Facilities / spaces (size, amount and features)	Community-wide agency awareness
Social Media	Equipment needs
RecDesk	
Reputation / brand (relationships)	
Affordability	
Safety	

Opportunities	Threats
Program development	Competition / alternative programs
Professional development	Staff burnout
Trend recognition	Emergence of new trends
Master plan	Aging facilities
Develop multiple funding avenues	Economic conditions
Develop Parks and Facilities enhancements	Increased emphasis on efficient Gov't services
Promote department through multiple media	Increased demand for new facilities and programs

Recreation Balanced Scorecard

Perspectives:

1. Financial
 - a. Work within annually adopted budget and comply with policies and procedures
 - i. Initiatives
 1. End FY at 97% of the annual budget
 - a. Monthly review of all divisions operational budget and trending throughout the fiscal year.
 - b. Use budget forecasting process for annual adopted and see alternative funding sources
 - i. Initiatives
 1. Complete annual CIP and Budget forecasting worksheet.
 2. Obtain one alternative funding source annually
 - a. Utilize previous FY data to accurately forecast the next FY budget. Seek local or grant funding opportunities through community partners or state organizations.
 2. Customer
 - a. Ensure equitable access for recreation, play and enjoying the outdoors by adding and improving public spaces.
 - i. Initiative
 1. Complete a recreational master plan
 - a. Community engagement through surveys and public meetings. Audit and review each park space.
 - b. Deliver quality programs and services that respond to community needs.
 - i. Initiative
 1. Utilize RecDesk to contact participants through online registration
 - a. Send out end of year surveys to all previous participants throughout the year.
 - c. Increase community awareness of parks and recreation resources.
 - i. Initiative
 1. Increase our social media presence by 3% of the interactive graphs on Facebook and Instagram as well as residents off social media.
 - a. Mail out bi-annual marketing in the water bills, flyers around town and word of mouth. Implement Marketing Plan for programs.
 3. Internal
 - a. Identify and address issues of deferred maintenance throughout our park spaces and recreational facilities
 - i. Initiative

1. Complete a Recreational Master Plan. Conduct internal bi-annual audits of our spaces.
 - a. Complete Recreation master plan for the entire parks system to address greatest needs. Use an internal audit tool in our maintenance division for identifying issues.
 - b. Emphasis on equity in our planning of programs and public spaces.
 - i. Initiative
 1. Produce 6 month Gantt Chart to guide programming for each quarter of the calendar year
 - a. Complete 6-month program outlook and review balance of use of our spaces.
 - c. Develop practices that encourage a safe and healthy work environment.
 - i. Initiative
 1. Hold monthly staff meetings and quarterly check-ins with each division. Implement mission or ethos into our signage in our facilities.
 - a. Follow our mission and vision statement as a department, while maintaining mental health within staff.
 4. Learning and Growth
 - a. Increase training and professional development opportunities.
 - i. Initiative
 1. Require at least .5 CEU's for each staff member.
 - a. Encouraging online, in-person and group professional development opportunities.
 - i. Provide support to manage change in workforce and workplace.
 - b. Provide support to manage change in workforce and workplace.
 - i. Initiative
 1. Complete check-in seasonally/quarterly while planning next 3-Month Outlook.
 - a. Work with staff and encourage next year's goals.

City Clerk

Mission: The City Clerk assists the City Council and is dedicated to notifying the public of all City Council meetings and hearings; creating and maintaining the minutes of all City Council meetings; keeping the records created because of City Council actions; and swiftly furnishing public City records upon request.

Vision: Streamline the process of getting Council documents created, organized, backed up, searchable and shareable.

Departmental Core Values:

- ❖ Transparent, Honest, Courteous and Helpful

Strategic Priorities:

- ❖ Streamline the process of getting Council documents created, organized, backed up, searchable and shareable.

City Clerk S.W.O.T.

Strengths	Weaknesses
Keeping detailed records of City Council meetings	Finding information in old minutes
Notice of Council meetings / Public Hearings – available on website, by email, phone, City Hall and newspaper, when required	Paper records without digital backup
Knowledge of rules and procedures. The City Clerk is certified with the UNC -SOG, NC, and internationally. Obtained her Master clerk certification. Also, notary and paralegal trained	Records retention abilities social media / phone / tablet / private emails
Availability to assist City Council, City staff, & Public.	Lack of minimum housing lien system
Advisory Board / Committees & Commissions	
Willingness to change / adapt / grow	
Training	

Opportunities	Threats
Grants – Charging station grants	Liens that are not getting paid have cost the City significant funds
Liens – collect unpaid mowing / property clean-up liens	Cyber security and other threats to our data

City Clerk Balanced Scorecard

Perspectives:

5. Financial

- a. Have someone chase the outstanding liens and/or revise the system so the City does not have to pay up front for companies to mow/clean up yards, especially repeat offenders.
 - i. Initiatives
 - 1. Streamline lien process.
 - 2. Find out how to get liens chased
 - 3. Megan and I have changed the lien procedure to eliminate duplicate work. I have spoken with Mayor York about this. He is interested in moving forward with getting someone to collect on these liens. He is more interested in going after abandoned/empty/rental houses than people who live there and cannot pay. He said our former atty.'s intern did these years ago. I have asked our current attorney about this.
- 6. Customer
 - a. Get all Public Record Requests closed in under 1 week.
 - i. Initiative
 - 1. Increase follow up on open requests.
 - 2. Most record requests have quick turnaround from staff.
 - 3. Working to get City Atty. to approve the ones she has not gotten to.
- 7. Internal
 - a. Get all minutes books scanned and recorded with the State Archives and put on Laserfische.
 - i. Initiative
 - 1. After Brandi scans minute books, submit them to Archives.
 - 2. Brandi has not been able to come in much since August. She is about half done with the scanning. Waiting on the scanning to finish before I get quotes for Laserfische.
 - b. Make Minutes searchable to aid in record requests and research of issues
 - i. Initiative
 - 1. Implementing Community Development Program
 - 2. Improve Online Application and submittal with attachments
 - 3. Email Inspection results to contractors
 - c. Update files based on Records Retention Policy
 - i. Initiative
 - 1. File; purge; update labels
- 8. Learning and Growth
 - a. City Clerk to obtain Master Clerk Certification (1st for City)
 - i. Initiative
 - 1. Completed
 - b. City Clerk to become certified in Municipal and County Administration
 - i. Initiative
 - 1. Sign up the next time it opens up, if City Manager approves.
 - c. City Clerk to take grant writing classes
 - i. Initiative
 - 1. Local classes
 - d. City Clerk to Finish Bachelor's degree

Management Information Services

Mission: Provide excellent customer service with reliability.

Vision: Honor our employees with reliable, up-to-date equipment and seamless integrations using creative and innovative technology.

Departmental Core Values:

- ❖ Decisiveness, Communication, Family, Honesty and Integrity

Strategic Priorities:

- ❖ Improve administrative responsibilities through budget training and delegation.
- ❖ Cross training in all tasks through monthly training.
- ❖ Evaluate department requests including billing and collections credit card transition

Management Information Services S.W.O.T.

Strengths	Weaknesses
Teamwork	Lack of dedicated time to become experts
Resources available	Pulled in too many directions
Diverse thought process in department	Lack of Subject Matter Experts
Openness and collaborative	Limited staff
Diverse personalities for best outcome	No dedicated network security
Communicating ideas through experiences	Hard time setting boundaries
Open mindedness	High bar to maintain
	Conflicting priorities
	Administrative responsibilities

Opportunities	Threats
Get better at Administration responsibilities	Click bait
Increase staff to develop SME or focus areas	Training not sticking
Set expectations with support ticket system	Users taking our guidance instead of being considered directives
Policies to support departments	Lack of enforcement of protocols
Better workflow management	Lack of accountability
Survey staff about MIS	
Enforcement software	
Accountability	
Computer policy prohibiting external drives	

Management Information Services Balanced Scorecard

Perspectives:

9. Financial
 - a. Increase staffing

i. Initiatives

1. Maintain fiscal responsibility

b. Evaluate departmental requests

i. Initiative

1. Implement Credit Card system for billing and collections

10. Customer

a. Survey all departments

i. Initiative

1. Satisfaction survey within one year

b. Evaluate department project

i. Initiative

1. City Hall Wi-Fi upgrade

2. All locations to have Wi-Fi access interest for employee and public

c. Department clean-ups

i. Initiative

1. Clean network closets

2. Evaluate equipment continuity

3. Across the board protocols

11. Internal

a. Cross-training / Continuity Planning

i. Initiative

- 1.

b. Community Development Program

i. Initiative

1. Implementing Community Development Program

2. Improve Online Application and submittal with attachments

3. Email Inspection results to contractors

12. Learning and Growth

a. Implement a career ladder

i. Initiative

1. Career ladder development and approval through City Council

b. Monthly training

i. Initiative

1. Develop topics needed for all departments

Public Works - Sanitation

Mission: To serve the citizens of Thomasville in helping maintain a clean environment by the collection of solid waste in the most economical, efficient, and safest way possible, with the highest level of service.

Vision: City of Thomasville Solid Waste “Business is Picking Up”

Departmental Core Values:

- ❖ Honesty, Accountability, Conscientious employees, Loyalty

Strategic Priorities:

- ❖ Increase citizen involvement / accountability
- ❖ Train employees on public perception
- ❖ Public expectations

Public Works Sanitation S.W.O.T.

Strengths	Weaknesses
Items collected	Citizen perception
Frequency of collections	Citizen communications
Route expansions	Citizen understanding of policies and ordinances
Longevity of employees	Employee understanding of policies and ordinances
Overall favorable rapport with the citizens	Employee perception of citizen concerns
Diversity within the division	

Opportunities	Threats
Improve citizen communication/ outreach	Fear of change
Improve social media platforms city wide	Budget constraints
Employee awareness of perceptions, policies and ordinances	Social media
	Recruitment and hiring

Public Works Sanitation Balanced Scorecard

Perspectives:

1. Financial
 - c. Maintain adopted budget
 - i. Initiatives
 1. Attempt to maintain a 97% budget
 2. Monitor monthly expense reports
 - d. Increase staffing
 - i. Initiative

1. Included in current FY budget starting Jan 24 Increase staffing levels with one new collector laborer
2. Customer
 - a. Address customer concerns
 - i. Initiative
 1. Add an FAQ page for customers to improve communications and perception
 - b. Improve communications
 - i. Initiative
 1. To better use Nixle, update the phone database
 3. Internal
 - a. Recruitment
 - i. Initiative
 1. Establish some recruitment measures to obtain adequate staffing levels
 - b. Driver recognition
 - i. Initiative
 1. Incentives for safe driving awards
 - c. Electronic work order system
 - i. Implement an electronic work order system
 4. Learning and Growth
 - a. Increase laborer participation in commercial driver's licenses
 - i. Initiative
 1. Use existing pay incentive to increase participation
 - b. Leadership classes for supervisory staff
 - i. Initiative
 1. Increase participation through Leadership Davidson County
 2. Attend workshops through the NC American Public Works Association (APWA)

Public Works - Streets

Mission: The City of Thomasville strives to maintain the streets; sidewalks, storm drain systems, and public right of ways, so they are consistently safe and continue to function to meet the needs of our citizens

Vision: City of Thomasville Streets Division "Where do we want to go"

Departmental Core Values:

- ❖ Honesty, Accountability, Conscientious employees, Loyalty

Strategic Priorities:

- ❖ Stormwater infrastructure
- ❖ Street maintenance
- ❖ Sidewalk maintenance
- ❖ Increase community trust on the above issues

Public Works Street S.W.O.T.

Strengths	Weaknesses
Versatile	Citizen understanding of policies / ordinances
Support for every department	Citizen communications
Dedication	Staffing allocations
Perform tasks to reduce cost for taxpayers	Professional training
	Diversity within the division

Opportunities	Threats
Increase professional training	Budget constraints
Improve social media platforms city wide	Recruitment, hiring and retention
Improve citizen outreach efforts	Social media

Public Works Streets Balanced Scorecard

Perspectives:

1. Financial
 - e. Maintain adopted budget
 - i. Initiatives
 1. Attempt to maintain a 97% budget
 2. Monitor monthly expense reports
 - f. Increase staffing
 - i. Initiative
 1. Increase staffing to support increase Stormwater requirements and needs

2. Customer
 - a. Improved communication for customers
 - i. Initiative
 1. Help customers understand the difference between city and state-maintained assets
 2. FAQ page on website
 3. Internal
 - a. Recruitment
 - i. Initiative
 1. Establish some recruitment measures to obtain adequate staffing levels
 - 2.
 - b. Driver recognition
 - i. Initiative
 1. Incentives for safe driving awards
 - c. Electronic work order system
 - i. Implement an electronic work order system
 4. Learning and Growth
 - a. Increase laborer participation in commercial driver's licenses
 - i. Initiative
 1. Use existing pay incentive to increase participation
 - b. Leadership classes for supervisory staff
 - i. Initiative
 1. Increase participation through Leadership Davidson County
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