

**CITY OF THOMASVILLE COUNCIL MEETING AGENDA****TUESDAY, January 17, 2023 – 6:00 P.M.**

7003 Ball Park Road, Thomasville, NC 27360  
Mayor Raleigh York, Jr. ~ Mayor *Pro Tem* Payton Williams

1. Call to Order
2. Additions and Deletions to the Agenda
3. Public Forum –Please sign up in person to speak for two minutes on any topic. *The two-minute time limit will be enforced.*
4. Public Hearing – Re: Closure of Portion of Lake Road
5. Consent Agenda
  - A. Consideration of Approval of Minutes – Briefing Meeting on 12/12/22
  - B. Consideration of Approval of Minutes – Council Meeting on 12/19/22
  - C. Consideration of Ordinance Amending Thomasville City Ordinance Chapter 82 – Utilities - Adding Sections 82.17, 82-18, 82-19, and 82-20 Regarding Utility Easement Encroachments
  - D. Consideration of Fiscal Year 2022 Audit Contract – Martin Starnes & Associates
  - E. Consideration of General Fund Budget Amendment 2023 - P7 - 01
  - F. Consideration of Contract with Piedmont Triad Regional Council for Employee Salary & Classification Study
  - G. Consideration of Fiscal Year 2024 Budget Calendar
  - H. Consideration of Personnel Policy Amendment Article XVIII, Adding Sections 14 and 15 Regarding Hiring Incentives for New Employees
  - I. Consideration of No Parking Ordinance for portion of Walnut Street
  - J. Consideration of Changes to Calendar Meeting Schedule
6. Regular Agenda
  - A. Consideration of Contract with Developmental Associates LLC for Police Chief Hiring Process
  - B. Consideration of Personnel Policy Amendment Article XI, Adding Section 7 Car Allowance for Certain Employees
7. Committee Reports and Appointments, Mayor's Report and Appointments, City Manager's Report, City Attorney's Report
8. Additional Items
9. Adjournment

## NOTICE OF PUBLIC HEARING

NOTICE is hereby given that the City Council of the City of Thomasville has received a Petition signed by Scott Y. Curry, Executor of the Estate of Elizabeth C. Myers, requesting that the City close a portion of Lake Road at the following location:

*Being all the Abandoned Street crossing the property of Nova Myers Burton depicted on State Project Number 8.1529501, recorded in Highway Plan Book 1 Page 192 of Davidson County Register of Deeds, also the same Unnamed Road depicted on the Davidson County GIS splitting Parcel Number 1633900000050 owned by Donald Edwin Myers and Elizabeth Clifton Myers.*

It further appearing that Petitioner is the Executor of the Estate that owns the realty on both sides of such portion of Lake Road; and

It further appearing that the closing of said portion of Lake Road will not deprive any individual of a reasonable means of ingress or egress to such individual's property and is not detrimental to the public interest; and

NOTICE is further given that after the receipt of said Petition, the same was submitted to the City Clerk, who investigated it and found it to be complete, accurate, and in compliance with the North Carolina General Statutes and that it was signed by the sole owner of all property adjoining to the above described boundaries.

The City Council of the City of Thomasville has fixed the 17<sup>th</sup> day of January, 2023 at six o'clock (6:00) P.M. at the Council Meeting at 7003 Ball Park Road, in the City of Thomasville, as the time and place for a public hearing on the question of closing said portion of Lake Road. All persons owning property within the above-described boundaries, or abutting on the same, who allege any error in the Petition, as well as residents of the municipality of Thomasville who question the necessity of the road closing, shall be given an opportunity to be heard at said meeting.

Please publish in the Thomasville Times on:

**December 21, 2022**

**December 28, 2022**

**January 4, 2023**

**January 11, 2023**

**Send affidavits of publication to:**

Wendy S. Martin, City Clerk  
10 Salem Street, Thomasville, NC 27360

Please refer to PO # **G26232** on the invoice to insure prompt payment.

Thank you!



**RESOLUTION OF THE THOMASVILLE CITY COUNCIL  
TO CONDUCT A PUBLIC HEARING FOR THE PURPOSE OF  
CONSIDERING A PETITION FOR THE  
CLOSURE OF A PORTION OF LAKE ROAD**

A Petition having been filed with the City Council of the City of Thomasville, North Carolina by Scott Y. Curry, Executor of the Estate of Elizabeth C. Myers, requesting the City to close a portion of Lake Road at the following location:

*Being all the Abandoned Street crossing the property of Nova Myers Burton depicted on State Project Number 8.1529501, recorded in Highway Plan Book 1 Page 192 of Davidson County Register of Deeds, also the same Unnamed Road depicted on the Davidson County GIS splitting Parcel Number 1633900000050 owned by Donald Edwin Myers and Elizabeth Clifton Myers.*

It further appearing that Petitioner is the executor of the estate that owns the realty on both sides of such portion of Lake Road; and

It further appearing that the closing of said portion of Lake Road will not deprive any individual of a reasonable means of ingress or egress to such individual's property and is not detrimental to the public interest; and

**NOW, THEREFORE**, in consideration of the foregoing facts and under the power and authority granted to the City Council of the City of Thomasville under N.C. General Statute §160A-299,

**IT IS HEREBY RESOLVED** that a public hearing be held at the Council Meeting at 7003 Ball Park Road, Thomasville, North Carolina at 6:00 P.M. on Tuesday, January 17, 2023 to consider and act upon the said Petition for the closing of said street; and

**BE IT HEREBY FURTHER RESOLVED** that this Resolution be published once a week for four (4) successive weeks prior to said hearing in the Thomasville Times, a newspaper published in the City of Thomasville, Davidson County, North Carolina, and that a copy of this Resolution be sent by registered or certified mail to all owners of the properties adjoining the above-described portion of Lake Road who did not join in the Petition for Street Closing, as shown on the Davidson County tax records, and that a Notice of the Closing and Public Hearing shall be prominently posted in at least two places along the said street.

Adopted this 19<sup>th</sup> day of December, 2022.



  
Raleigh York, Jr., Mayor

ATTEST:  
  
Wendy S. Martin, City Clerk

**EXHIBIT A**

**STATE OF NORTH CAROLINA  
COUNTY OF DAVIDSON**

**IN RE: ESTATE OF ELIZABETH )  
C. MYERS, DECEASED )  
)**

**PETITION TO CLOSE ABANDONED  
PORTION OF LAKE ROAD**

**To:** Members of the City Council of the City of Thomasville, N.C.


The undersigned Petitioner do hereby respectfully petition the City Council of the City of Thomasville, North Carolina to close an abandoned portion of Lake Road in the City of Thomasville known as all of the abandoned portion of Lake Road as shown on Survey for 726 Lake Road dated August 30, 2022, by Joshua A. Montazeri, RLS # 4781.

In support of the Petition, the Petitioner says:

This abandoned road is not needed for any purpose. The undersigned is all of the owners of adjacent property, and the closing of the abandoned road would deny access to no one. The closing of said abandoned road is not adverse to the public interest.

WHEREFORE, the Petitioner respectfully petition the City Council of the City of Thomasville, North Carolina, under authority granted to the said City Council in Section 160A-299 of the General Statutes of North Carolina, to grant and pass a Resolution and Ordinance closing that abandoned portion of Lake Road located in the City of Thomasville as described above, reserving easements for all/any utilities that exist at the time of closure.

Respectfully submitted this 10<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Scott Y. Curry, Executor of the Estate  
of Elizabeth C. Myers

(SEAL)

\_\_\_\_\_  
(SEAL)



STATE OF NORTH CAROLINA  
DAVIDSON COUNTY

I, Susan W. Payne, a Notary Public of Davidson County, North Carolina, do hereby certify that Scott Y. Curry, Executor of the Estate of Elizabeth C. Myers personally appeared before me this day and acknowledged the execution of the foregoing instrument.

Witness my hand and notarial seal, this the 10<sup>th</sup> day of November, 2022.

Susan W. Payne

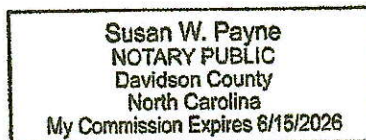
Notary Public

Susan W. Payne

Print Notary Name

My Commission Expires: 6-15-2026

(SEAL)

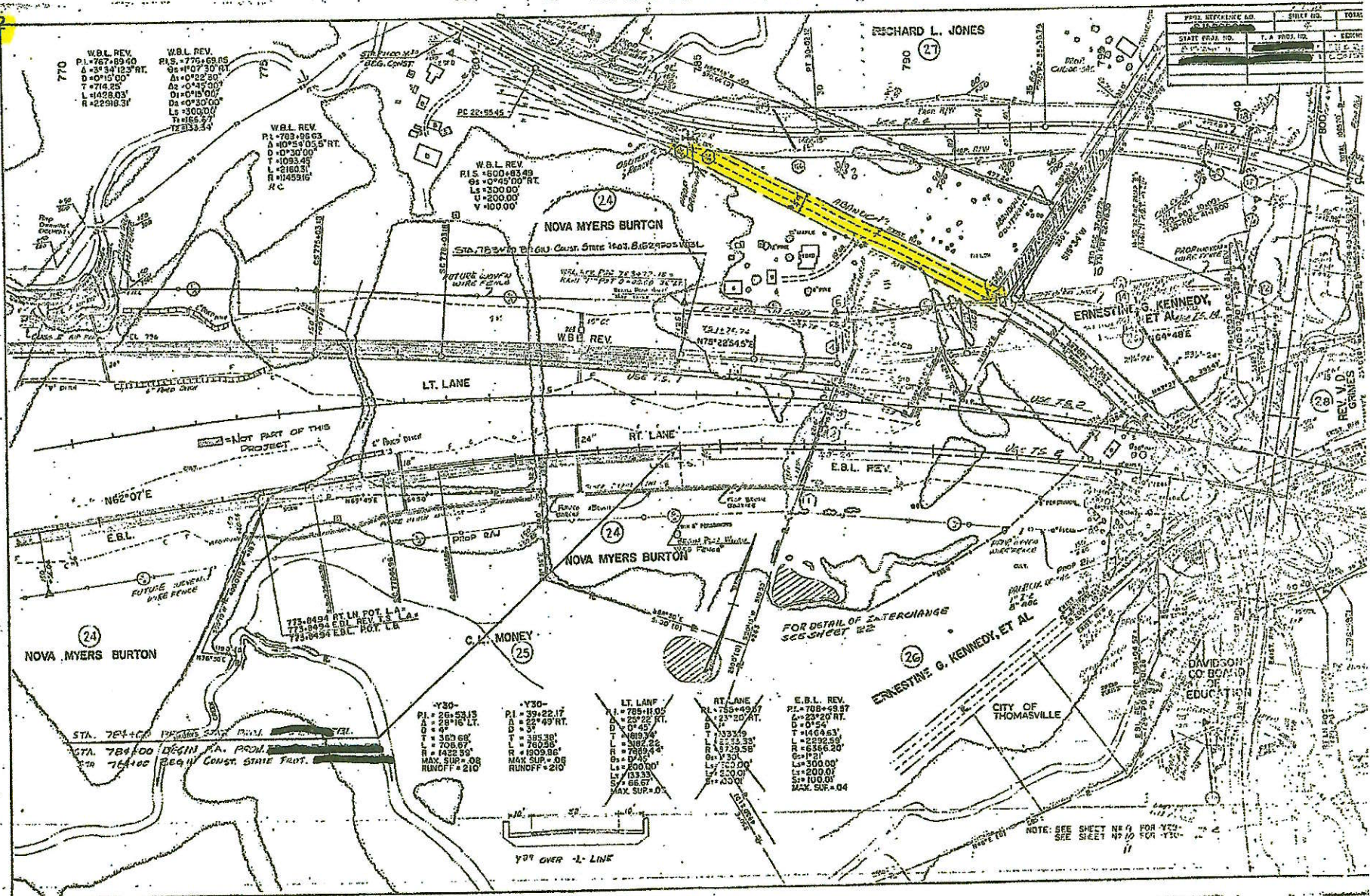




# EXHIBIT B

006

0001-0192





**MINUTES FOR THE THOMASVILLE CITY COUNCIL BRIEFING MEETING ON MONDAY, DECEMBER 12, 2022 AT 4:00 PM AT 7003 BALLPARK ROAD, THOMASVILLE, NC.**

Elected officials in attendance: Mayor Raleigh York, Jr.; Mayor *Pro Tempore* Lisa Shell; and Council Members Ron Bratton; Wendy Sellars; Lisa Shell; Jeannette Shepherd; Hunter Thrift; and Payton Williams.

The following staff members attended the meeting: City Manager Michael Brandt; Assistant City Manager Eddie Bowling; Recreation Director Cory Tobin; Winding Creek Director Jason Gentel; Assistant Finance Director Eric Krpejs; and City Clerk Wendy Martin.

1. Call to Order - Mayor York called the Briefing meeting of the Thomasville City Council to order.
2. Additions and Deletions to the Agenda – City Manager Brandt asked that the following be added to the agenda:

For 12/12/22:

3. Discussion regarding Golf Carts for Winding Creek Golf Course

For 12/19/22:

- 3.A. Recognition of Piedmont Triad Regional Teacher of the Year, Tiffany Wynn
- 3.B. Presentation by Patrick Donnelly, COO of First Responders of the Triad, to Thomasville Fire and Police Departments of \$18,000 winnings by Jason Gentel, Winding Creek Golf Pro

Council Member Thrift moved to approve the agenda as amended. Council Member Hunt seconded. *Motion unanimously approved 7 – 0.*

3. Discussion regarding Golf Carts for Winding Creek Golf Course

City Manager Brandt explained that \$324,000 of ARPA funds had been approved for 72 lithium ion golf carts with a 5-year warranty. However, due to rising costs, the price had increased by \$55,607. He told Council their options were to get:

- A. 72 cheaper carts with 3-year batteries;
- B. 62 lithium ion golf carts with a 5-year warranty; or
- C. Increase the funds allotted by \$55,607

Council Member Hunt asked if the golf course needed 72 new carts, or if they could continue to use some of the old ones. City Manager Brandt explained that the golf course would be trading in their old carts, so they would need all new ones.

Winding Creek Director Jason Gentel explained that it would take 11 months for these carts to arrive. He said the lithium batteries would reduce charging costs by 30 – 40%.

Council Member Hunt moved to amend the 12/19/22 agenda to include this matter. Council Member Sellars seconded. *Motion unanimously approved 7 – 0.*

4. Public Hearings – on December 19, 2022

A. Request for Rezoning: (Z-22-08)

Applicant/Owner:	Anthony Ledford
Location:	35 Cedar Lodge Road
Parcel Number:	16377A0000017A
Existing Zoning:	C-1 Neighborhood Commercial
Proposed Zoning:	R-10 Low Density Residential

*The Board of Planning & Adjustment held a public hearing on November 29, 2022 and voted 6-0 in favor of this request because: the rezoning is compatible with the existing district zoning; it would stabilize and protect the essential characteristics of the area; it is consistent with the comprehensive plan; and it would not negatively impact any adjacent property.*

B. Economic Development Incentive Grant for Project Rabbit – City Manager Brandt advised that this grant did receive approval from the State.

C. Petition and Ordinance regarding Voluntary Contiguous Annexation of a Portion of Lake Road

The following items were put on the Consent Agenda by the Council members for consideration on December 19, 2022:

5. Consent Agenda

- A. Consideration of Approval of Minutes – Briefing Meeting on 11/14/22
- B. Consideration of Approval of Minutes – Council Meeting on 11/21/22
- C. Consideration of General Fund Budget Amendment #2023-P6-01
- D. Consideration of Capital Project Ordinance – Aquatic & Community Center Project
- E. Consideration of 2023 Thomasville City Council Meeting Dates
- F. Consideration of Golf Course Fund Budget Amendment – 72 Golf Carts
- G. Consideration of Grant Project Ordinance – 72 Golf Carts
- H. Consideration of Approval of Bid from EZGO – 72 Golf Carts for \$379,606.32

The following items were put on the Regular Agenda by the Council members for consideration on December 19, 2022:

6. Regular Agenda



- A. Consideration of Resolution to Conduct a Public Hearing on Tuesday, January 17, 2023 at 7003 Ball Park Road, Thomasville, NC Regarding a Petition for the Closure of a Portion of Lake Road
  - B. Consideration of Addition of Risk Manager Position (Grade 27)
  - C. Consideration of Reclassifying ARPA Grant Analyst to Financial Analyst (Grade 28)
  - D. Consideration of City Manager's Contract
7. Committee Reports and Appointments, Mayor's Report and Appointments, City Manager's Report, City Attorney's Report – on December 19, 2022
8. Closed Session on December 12, 2022 - Personnel
- Council Member Thrift moved that Council go into closed session for Personnel matters. Council Member Hunt seconded. Motion unanimously approved 7 – 0.
- Mayor York and Council returned to open session, and Mayor York declared that no action had been taken in closed session.
9. Closed Session on December 19, 2022 – Personnel
10. Additional Items
11. Adjournment – Council Member Williams moved to adjourn. Council Member Sellars seconded. *Motion unanimously approved 7 – 0.*

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Raleigh York, Jr., Mayor

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Wendy S. Martin, City Clerk

**MINUTES FOR THE THOMASVILLE CITY COUNCIL MEETING ON MONDAY, DECEMBER 19, 2022 AT 6:00 PM AT 7003 BALLPARK ROAD, THOMASVILLE, NC.**

Elected officials in attendance: Mayor Raleigh York, Jr.; Mayor *Pro Tempore* Lisa Shell; and Council Members Ron Bratton; Doug Hunt; Wendy Sellars; Jeannette Shepherd; Hunter Thrift and Payton Williams.

1. Call to Order – Mayor York called the meeting of the Thomasville City Council to order and welcomed everyone in person and online.
2. Additions and Deletions to the Agenda

City Manager Brandt advised that Mayor added a closed session for personnel after the public hearings (new item 6) and added real estate to the existing closed session (the new item 10).

Council Member Thrift moved to approve the agenda as presented. Council Member Sellars seconded. *Motion unanimously approved 7 – 0.*

3. Recognitions and Presentations – No action was taken.

- A. Recognition & Appreciation of *Piedmont Triad Regional Teacher of the Year*, Tiffany Wynn was presented by Mayor Raleigh York, Jr.

Mayor York thanked Ms. Wynn for all she has done for the Thomasville Middle School students, and he wished her luck in winning North Carolina's teacher of the year award.

Ms. Wynn thanked Mayor and Council for this recognition. She then spoke regarding "Operation Winter Break, a program she started to help all the Thomasville Middle School students get items that they would need over the holiday break while they weren't in school. She asked citizens and business owners to contact their local schools to see how they could help with future drives.

- B. Presentation by Patrick Donnelly, COO of *First Responders of the Triad*, to Thomasville Fire and Police Departments of the \$18,000 winnings by Jason Gentel, *Winding Creek Golf Pro*

Mr. Donnelly said this was the fourth annual golf tournament to benefit first responder units in the Triad. It was held at Greensboro National Golf Club. Half the winnings go to Rockingham County Sheriff's Department, and the other half goes to the low pro's choice of first responder units in the Triad.

Jason Gentel, the Director and Golf Pro at Winding Creek Golf Club, won the 2022 *First Responders of the Triad Golf Tournament*, and his First Responder charities of choice were the Thomasville Fire and Police Departments.

Mr. Donnelly presented an \$18,000 check to the Thomasville Fire and Police



Departments.

Mayor York thanked Mr. Gentel for choosing Thomasville's Fire and PD to receive the prize money. He said, "Jason could have donated anywhere, but he chose here. It will go a long way to helping our citizens."

#### 4. Public Forum

- A. Cindy Wright handed out printouts of the Harmon Drive area map and spoke regarding homes being built in the flood zone in that area. She said Planning Director Chuck George would be sending an inspector the following day.

She also spoke regarding the old golf course development and asked that LTD developers be held to the same standard that Leo Terra had agreed to.

Mayor York advised her that a member of staff would get back to her to discuss this issue.

- B. Crystal Prince spoke regarding the need for help for the homeless population in Thomasville. She said DC Connect and United Way 211 do help somewhat, but Thomasville needs a homeless shelter.

Later, during Council reports, Council Member Williams thanked Ms. Prince for bringing attention to the homeless problem. She said, "Ms. Prince is an expert on this matter. She has interviewed the homeless population, and she knows

#### 5. Public Hearings

- A. Request for Rezoning: (Z-22-08)  
 Applicant/Owner: Anthony Ledford / Richard Campbell  
 Location: 35 Cedar Lodge Road  
 Parcel Number: 16377A0000017A  
 Existing Zoning: C-1 Neighborhood Commercial  
 Proposed Zoning: R-10 Low Density Residential

Mayor York said the Board of Planning & Adjustment held a public hearing on November 29, 2022 and voted 6-0 in favor of this request because:

"The rezoning is compatible with the existing district zoning; it would stabilize and protect the essential characteristics of the area; it is consistent with the comprehensive plan; and it would not negatively impact any adjacent property."

He then declared the public hearing was open.

Owner Richard Campbell spoke in favor of this rezoning. He said the property has been in his family for over 100 years. They had previously rezoned it to commercial for a potential buyer, but the sale fell through because the neighborhood was too residential. Therefore, he would like to change it back to residential since there is such a need for housing right now.

Nobody spoke against the rezoning. Mayor York closed the hearing.

Council Member Hunt moved to approve this rezoning for the same reasons as stated by the Planning Board, which are incorporated herein and were stated by Mayor York above. Mayor Pro Tem Lisa Shell seconded. Motion unanimously approved 7 – 0.

B. Economic Development Incentive Grant for Project Rabbit

Mayor York opened the hearing.

Craig Goodson, President of the Davidson County Economic Development Commission, spoke in favor of this grant. He said they are an existing industry that would like to expand their operations in the County. They intend to invest \$1.7M - \$2M and create 30 new full time jobs in the expansion. He explained that the incentive grant would be .0025 x the investment in the property, paid over 5 years, with the grant not to exceed \$25,000.

Nobody spoke against this grant. Mayor York closed the hearing.

Council Member Thrift moved to approve the Economic Development Incentive Grant for Project Rabbit as presented. Council Member Shepherd seconded. *Motion unanimously approved 7 – 0.*

C. Petition and Ordinance regarding Voluntary Contiguous Annexation of a Portion of Lake Road

Mayor York opened the hearing.

Ben Rafte with the law firm Isaacson Sheridan spoke in favor of this annexation on behalf of the Petitioner for nearly 55 acres of property contiguous to the current city limits. He asked that the Petition be granted, as it meets the requirements of NCGS §160A-31.

Thomasville resident Cindy Wright reminded Council that the flood zone runs through this property.

Nobody spoke against the annexation. Mayor York closed the hearing.

Council Member Hunt moved to approve the Ordinance. Council Member Williams



seconded. Motion approved by a vote of 6 – 1, with Council Member Sellers voting against it.

6. Closed Session – Personnel

Mayor York and Council returned to open session, and Mayor York declared that no action had been taken in closed session.

7. Consent Agenda – City Manager Brandt spoke briefly about these items:

A. Consideration of Approval of Minutes – Briefing Meeting on 11/14/22

B. Consideration of Approval of Minutes – Council Meeting on 11/21/22

C. Consideration of General Fund Budget Amendment #2023-P6-01

The amendment appropriates an \$18,000 contribution from Jason Gentel and First Responders of the Triad to the city's Fire and Police Departments, a \$75,000 donation from the T.A. Finch Foundation to the Recreation Dept. for a picnic shelter at Memorial Park and other park amenities, and \$340,918 from the Recreation Reserve and surplus investment revenue to finish the Aquatics and Community Center construction project.

The amendment also transfers funding from the Engineering Dept. to the Personnel Dept. to fund a Risk Analyst, instead of a GIS Analyst, which was originally budgeted. Finally, the amendment transfers \$25,000 – originally budgeted as an annual contribution to the Thomasville Rescue Squad to Contingency.

D. Consideration of Capital Project Ordinance – Aquatic & Community Center Project

The ordinance appropriates the full cost of the Aquatics Center construction project based on recent change orders from the contractor. An additional \$340,918 is now added to the cost of the project and is funded through a contribution from the Recreation Reserve and appropriation of surplus interest revenue.

E. Consideration of 2023 Thomasville City Council Meeting Dates - These will be available online.

F. Consideration of Golf Course Fund Budget Amendment – 72 Golf Carts

The ordinance appropriates an additional \$55,607 of ARPA grant funding in the Golf Course Fund for the purchase of 72 lithium ion battery-powered golf carts. Council approved 324,000 for golf carts in November. Since, formal bids were solicited, and the total cost has increased to \$379,607.

G. Consideration of Grant Project Ordinance – 72 Golf Carts



This amendment transfers an additional \$55,607 of ARPA funding from the Special Revenue Fund to the Golf Course Fund for the increased cost of golf carts.

H. Consideration of Approval of Bid from EZGO – 72 Golf Carts for \$379,606.32

Council Member Thrift moved to approve the items on the Consent Agenda. Council Member Sellars seconded. *Motion unanimously approved 7 – 0.*

8. Regular Agenda

A. Consideration of Resolution to Conduct a Public Hearing on Tuesday, January 17, 2023 at 7003 Ball Park Road, Thomasville, NC Regarding a Petition for the Closure of a Portion of Lake Road

City Manager Brandt said this petition is to close a right-of-way on a portion of Lake Road. "This right-of-way is no longer used as a public road due to the construction of Hwy 85. It has just never been closed." Closing this road will allow for the development on Lake Road that was discussed earlier to move forward.

Council Member Hunt moved to approve this Resolution. Mayor *Pro Tem* Shell seconded. *Motion unanimously approved 7 – 0.*

B. Consideration of Addition of Risk Manager Position (Grade 27)

City Manager Brandt explained that funds had been set aside in the budget to hire a GIS analyst to provide mapping and other technical skills. However, after working with the NC League of Municipalities, management determined that it was more important to have a Risk Manager to help with workers comp, insurance claims and other means of protecting our employees.

Council Member Williams moved to approve this new position. Council Member Shepherd seconded. *Motion unanimously approved 7 – 0.*

C. Consideration of Reclassifying ARPA Grant Analyst to Financial Analyst (Grade 28)

City Manager Brandt said the ARPA Grant Analyst position that had been established was no longer required, so he requested that the position be broadened to a Financial Analyst position, which would include ARPA grant funding work, as well as more general financial analyst duties.

Council Member Thrift moved to reclassify this position. Council Member Hunt seconded. *Motion unanimously approved 7 – 0.*

D. Consideration of City Manager's Contract



Council Member Sellars moved to approve the City Manager's contract. Council Member Williams seconded.

Council Member Bratton the City has undergone two progressive years, and he thinks the City is on the right track for moving forward.

*Motion approved 5 – 2, with Council Members Shell and Shepherd voting against it.*

9. Committee Reports and Appointments, Mayor's Report and Appointments, City Manager's Report, City Attorney's Report - No action was taken.

Mayor York and the members of Council wished everyone a very safe and happy holiday and new year.

Council Member Hunt said the holidays can be hard on some people. He urged everyone to "check in on folks" who they haven't spoken to in a while.

Council Member Williams thanked Crystal Prince for bringing attention to the homelessness problem in Thomasville.

She also thanked members from Davidson Connect and Davidson Medical Ministries for being at the meeting. She said, "They do wonderful work, helping folks with whatever they need help with. I appreciate the work they do in our community."

She pointed out that the weather was about to get really cold, so she urged people to check on others and bring their pets inside.

Mayor York reported that he attended many holiday gatherings, and he thanked everyone around town who included him in their celebrations. He said, "Thank you all for a good year. This will be our last meeting of this year. I look forward to a new year of bigger and better things."

City Manager Brandt announced that City Hall would be closed for the Christmas Holiday on December 23<sup>rd</sup> and 26<sup>th</sup> and for the New Year's Holiday on January 2<sup>nd</sup>. He advised that everyone check the City's website for holiday sanitation pick-up schedule changes.

He reported that Recreation Director Cory Tobin, Assistant City Manager Eddie Bowling, and he officially tested the Aquatic Center slide before inspectors that morning. They all wore dry suits for the test, since the air temperature was 29 degrees and the water temperature was 45 degrees. He added that the slide tested very well, and it will be a lot of fun for everyone when it warms up!

He added that the Aquatic Center should be completed in January, so Council meetings will likely be held at the new Council Chambers in the Aquatic Center beginning in February.

City Manager Brandt also advised that the Mayor York, City Council and City Administration celebrated the City's employees' accomplishments at the 28<sup>th</sup> annual holiday awards luncheon. He added that over a dozen retiring employees were celebrated who had over 500 combined years of employment with the City, if you include K-9 Officer Vilko's age in "people years." He expressed his thanks to the retirees for their service to Thomasville.

He said, "On behalf of the staff, I, too, wish everyone a Merry Christmas and Happy Holidays, no matter how you celebrate or what you celebrate this time of year, being with family and friends is what's most important, and I encourage you to be safe."

10. Closed Session – Personnel and Real Estate

Council Member Thrift moved to go into closed session for Personnel and Real Estate. Council Member Sellars seconded.

Mayor York and Council returned to open session, and Mayor York declared that no action had been taken in closed session.

11. Additional Items – n/a

12. Adjournment – Council Member Sellars moved to adjourn. Council Member Shepherd seconded. *Motion unanimously approved 7 – 0.*



**AN ORDINANCE AMENDING  
UTILITY ORDINANCES OF THE CITY  
BY THE CITY COUNCIL OF THE CITY OF THOMASVILLE**

The City Council finds that the following sections should be added to the City of Thomasville Code of Ordinances **Chapter 82 - Utilities**:

**SEC. 82-17. ACCESS TO AND OBSTRUCTIONS OF THE UTILITY SYSTEM AND EASEMENTS.**

- (a) No *person shall* open, enter into, place, or allow anything to be placed in or on any manhole, hydrant, valve box, meter box or any other appurtenances of the *City's* water or sanitary sewer system without *written* approval from the *Director of Public Utilities* or his designee.
- (b) No *person shall* damage, obstruct, or cover any manhole, hydrant, valve box, meter box or any other appurtenances of the *City's* water or sanitary sewer system.
- (c) No *person shall* plant trees, shrubs, or other plants within a water or sewer easement without prior *written* approval from the *Director of Public Utilities* or his designee. Further, the *City* is authorized to remove and keep removed from the easement all trees, vegetation, fences, and other obstructions as necessary to gain access, inspect, maintain, repair or protect any water and sanitary sewer line or lines and appurtenances.
- (d) No *person shall* place any part of a structure, fence, or any permanent equipment within a water or sewer easement without prior *written* approval from the *Director of Public Utilities* or his designee.
- (e) Any unapproved structure, fence, equipment, vehicle, or landscaping located within a water or sewer easement, that limits access in the event of an emergency, will be removed by the *Department of Public Utilities* at the *property owner's* expense and will *not be replaced*. In times of nonemergency, *property owners* will be notified to remove unapproved structures, fences, equipment, vehicles, or landscaping located within a water or sewer easement within thirty (30) days of notice. Any structures, fences, equipment, vehicles, or landscaping not removed by the *property owner* within the specified time, *may* be removed by the *Utilities Department* at the *property owner's* expense.
- (f) Violation of this section is a misdemeanor and in addition *may* be punished under §1-7 and §82-19 of the *City* Code.

**SEC. 82-18. DAMAGE TO UTILITY SYSTEM; UNAUTHORIZED USE.**

It *shall* be unlawful for any *person* to alter, remove, damage, or interfere with any part of the *utility system*. Provided, it *shall* further be unlawful for any *person* to turn off or discontinue or to turn on water or sewer service to any part of the *utility system* without the *written* consent of the *Director of Public Utilities* or his designee.



In addition to any other remedy available in the Code, violation of this section is also a misdemeanor.

#### SEC. 82-19. ENFORCEMENT PROCEDURE.

- (a) Whenever the *Director of Public Utilities* or his designee finds that any *person* has violated or is violating this article, any permit issued pursuant to this article, or any regulation, standard, rule or order adopted in furtherance of this article, the *Director of Public Utilities* or his designee *may* serve upon such a *person* a *written* notice stating the nature of the violation. If requested by the *Director of Public Utilities* or his designee, a plan for the satisfactory correction thereof *shall* be submitted to the *Director of Public Utilities* or his designee within 30 days. Submission of this plan does not relieve the *person* of liability for any violations occurring before or after receipt of the notice of violation. In the event of an emergency that requires the *City* to take immediate action to correct the violation, the *City* is not required to provide an opportunity for the violator to correct the violations and *may* assess penalties and costs pursuant to this section without prior notice.
- (b) Any *person* found to have failed to comply with any provision of this article, any permit issued pursuant to this article, or any regulation, standard, rule or order adopted in furtherance of this article, *shall* be subject to a civil penalty as follows:
  - (1) Residential meter obstruction, alteration, bypass or tampering, first violation, five hundred dollars (\$500.00)
  - (2) Residential meter obstruction, alteration, bypass or tampering, repeat violation within the previous five (5) years, five thousand dollars (\$5,000.00).
  - (3) Non-residential meter obstruction, alteration, bypass, tampering, five thousand dollars (\$5,000.00).
  - (4) Retain possession of or refuse to deliver a hydrant meter assembly issued by the *City* after authorized use ends, five thousand dollars (\$5,000.00).
  - (5) Turn on or off or in any manner interfere with any valve without *written* permission, five thousand dollars (\$5,000.00).
  - (6) Any other violation not specifically listed herein, five hundred dollars (\$500.00) per violation.
  - (7) In the case of a violation of Chapter 14, Section 151 of the North Carolina General Statutes (*i.e.*, willful or fraudulent interference with the *utility system* to obtain utility service) that causes damages to the *utility system* or other loss to the *City*, the civil penalty *shall* be subject to a penalty three (3) times the amount of losses and/or damages caused by the violation or five thousand dollars (\$5,000.00), whichever is greater.
- (c) The penalties and enforcement provisions established by this article *may* be applied in addition to or in lieu of the penalties established by other sections of this Code and applicable ordinances. The remedies provided for in this article are not exclusive. The *Director of Public Utilities* or his designee *may* take any, all, or any combination of these actions against a violator.



**SEC. 82-20. DUTY TO REPORT DAMAGE.**

Every *person* who observes damage to any manhole, hydrant, valve or meter or to any other part of the *utility system* has a duty to report the damage to the *Utilities Department*.

Upon the motion of Council Member \_\_\_\_\_ and a second by Council Member \_\_\_\_\_, the foregoing ordinance was passed upon its first reading by a vote of \_\_\_\_-\_\_\_\_.

This Ordinance shall be effective January 17, 2023.

CITY OF THOMASVILLE

By: \_\_\_\_\_  
Raleigh York, Jr., Mayor

[SEAL]

Attest:

\_\_\_\_\_  
Wendy S. Martin, City Clerk

the report was not submitted timely for State low-risk auditee status. Please refer to "Discussion of Single Audits in North Carolina" on the LGC's website for more information.

If the audit and Auditor communication are found in this review to be substandard, the results of the review may be forwarded to the North Carolina State Board of CPA Examiners (NC State Board).

3. If an entity is determined to be a component of another government as defined by the group audit standards, the entity's auditor shall make a good faith effort to comply in a timely manner with the requests of the group auditor in accordance with AU-6 §600.41 - §600.42.
4. This contract contemplates an unmodified opinion being rendered. If during the process of conducting the audit, the Auditor determines that it will not be possible to render an unmodified opinion on the financial statements of the unit, the Auditor shall contact the LGC Staff to discuss the circumstances leading to that conclusion as soon as is practical and before the final report is issued. The audit shall include such tests of the accounting records and such other auditing procedures as are considered by the Auditor to be necessary in the circumstances. Any limitations or restrictions in scope which would lead to a qualification should be fully explained in an attachment to this contract.
5. If this audit engagement is subject to the standards for audit as defined in *Government Auditing Standards*, 2018 revision, issued by the Comptroller General of the United States, then by accepting this engagement, the Auditor warrants that he/she has met the requirements for a peer review and continuing education as specified in *Government Auditing Standards*. The Auditor agrees to provide a copy of the most recent peer review report to the Governmental Unit(s) and the Secretary of the LGC prior to the execution of an audit contract. Subsequent submissions of the report are required only upon report expiration or upon auditor's receipt of an updated peer review report. If the audit firm received a peer review rating other than pass, the Auditor shall not contract with the Governmental Unit(s) without first contacting the Secretary of the LGC for a peer review analysis that may result in additional contractual requirements.  
If the audit engagement is not subject to *Government Auditing Standards* or if financial statements are not prepared in accordance with U.S. generally accepted accounting principles (GAAP) and fail to include all disclosures required by GAAP, the Auditor shall provide an explanation as to why in an attachment to this contract or in an amendment.
6. It is agreed that time is of the essence in this contract. All audits are to be performed and the report of audit submitted to LGC Staff within four months of fiscal year end. If it becomes necessary to amend the audit fee or the date that the audit report will be submitted to the LGC, an amended contract along with a written explanation of the change shall be submitted to the Secretary of the LGC for approval.
7. It is agreed that GAAS include a review of the Governmental Unit's (Units') systems of internal control and accounting as same relate to accountability of funds and adherence to budget and law requirements applicable thereto; that the Auditor shall make a written report, which may or may not be a part of the written report of audit, to the Governing Board setting forth his/her findings, together with his recommendations for improvement. That written report shall include all matters defined as "significant deficiencies and material weaknesses" in AU-C 265 of the *AICPA Professional Standards (Clarified)*. The Auditor shall file a copy of that report with the Secretary of the LGC.

For GAAS or *Government Auditing Standards* audits, if an auditor issues an AU-C §260 report, commonly referred to as "Governance Letter," LGC staff does not require the report to be submitted unless the auditor cites significant findings or issues from the audit, as defined in AU-C §260.12 - .14. This would include issues such as difficulties encountered during the audit, significant or unusual transactions, uncorrected misstatements, matters that are difficult or contentious reviewed with those charged with governance, and other significant matters.



8. All local government and public authority contracts for audit or audit-related work require the approval of the Secretary of the LGC. This includes annual or special audits, agreed upon procedures related to internal controls, bookkeeping or other assistance necessary to prepare the Governmental Unit's records for audit, financial statement preparation, any finance-related investigations, or any other audit-related work in the State of North Carolina. Approval is also required for the Alternative Compliance Examination Engagement for auditing the Coronavirus State and Local Fiscal Recovery Funds expenditures as allowed by US Treasury. Approval is not required on audit contracts and invoices for system improvements and similar services of a non-auditing nature.

9. Invoices for services rendered under these contracts shall not be paid by the Governmental Unit(s) until the invoice has been approved by the Secretary of the LGC. This also includes any progress billings [G.S. 159-34 and 115C-447]. All invoices for audit work shall be submitted in PDF format to the Secretary of the LGC for approval. The invoice marked 'approved' with approval date shall be returned to the Auditor to present to the Governmental Unit(s) for payment. This paragraph is not applicable to contracts for audits of hospitals.

10. In consideration of the satisfactory performance of the provisions of this contract, the Governmental Unit(s) shall pay to the Auditor, upon approval by the Secretary of the LGC if required, the fee, which includes any costs the Auditor may incur from work paper or peer reviews or any other quality assurance program required by third parties (federal and state grantor and oversight agencies or other organizations) as required under the Federal and State Single Audit Acts. This does not include fees for any pre-issuance reviews that may be required by the NC Association of CPAs (NCACPA) Peer Review Committee or NC State Board of CPA Examiners (see Item 13).

11. If the Governmental Unit(s) has/have outstanding revenue bonds, the Auditor shall submit to LGC Staff, either in the notes to the audited financial statements or as a separate report, a calculation demonstrating compliance with the revenue bond rate covenant. Additionally, the Auditor shall submit to LGC Staff simultaneously with the Governmental Unit's (Units') audited financial statements any other bond compliance statements or additional reports required by the authorizing bond documents, unless otherwise specified in the bond documents.

12. After completing the audit, the Auditor shall submit to the Governing Board a written report of audit. This report shall include, but not be limited to, the following information: (a) Management's Discussion and Analysis, (b) the financial statements and notes of the Governmental Unit(s) and all of its component units prepared in accordance with GAAP, (c) supplementary information requested by the Governmental Unit(s) or required for full disclosure under the law, and (d) the Auditor's opinion on the material presented. The Auditor shall furnish the required number of copies of the report of audit to the Governing Board upon completion.

13. If the audit firm is required by the NC State Board, the NCACPA Peer Review Committee, or the Secretary of the LGC to have a pre-issuance review of its audit work, there shall be a statement in the engagement letter indicating the pre-issuance review requirement. There also shall be a statement that the Governmental Unit(s) shall not be billed for the pre-issuance review. The pre-issuance review shall be performed prior to the completed audit being submitted to LGC Staff. The pre-issuance review report shall accompany the audit report upon submission to LGC Staff.



14. The Auditor shall submit the report of audit in PDF format to LGC Staff. For audits of units other than hospitals, the audit report should be submitted when (or prior to) submitting the final invoice for services rendered. The report of audit, as filed with the Secretary of the LGC, becomes a matter of public record for inspection, review and copy in the offices of the LGC by any interested parties. Any subsequent revisions to these reports shall be sent to the Secretary of the LGC. These audited financial statements, excluding the Auditors' opinion, may be used in the preparation of official statements for debt offerings by municipal bond rating services to fulfill secondary market disclosure requirements of the Securities and Exchange Commission and for other lawful purposes of the Governmental Unit(s) without requiring consent of the Auditor. If the LGC Staff determines that corrections need to be made to the Governmental Unit's (Units') financial statements and/or the compliance section, those corrections shall be provided within three business days of notification unless another deadline is agreed to by LGC Staff.
15. Should circumstances disclosed by the audit call for a more detailed investigation by the Auditor than necessary under ordinary circumstances, the Auditor shall inform the Governing Board in writing of the need for such additional investigation and the additional compensation required therefore. Upon approval by the Secretary of the LGC, this contract may be modified or amended to include the increased time, compensation, or both as may be agreed upon by the Governing Board and the Auditor.
16. If an approved contract needs to be modified or amended for any reason, the change shall be made in writing and pre-audited if the change includes a change in audit fee (pre-audit requirement does not apply to hospitals). This amended contract shall be completed in full, including a written explanation of the change, signed and dated by all original parties to the contract. It shall then be submitted to the Secretary of the LGC for approval. No change to the audit contract shall be effective unless approved by the Secretary of the LGC, the Governing Board, and the Auditor.
17. A copy of the engagement letter, issued by the Auditor and signed by both the Auditor and the Governmental Unit(s), shall be attached to this contract, and except for fees, work, and terms not related to audit services, shall be incorporated by reference as if fully set forth herein as part of this contract. In case of conflict between the terms of the engagement letter and the terms of this contract, the terms of this contract shall take precedence. Engagement letter terms that conflict with the contract are deemed to be void unless the conflicting terms of this contract are specifically deleted in Item 30 of this contract. Engagement letters containing indemnification clauses shall not be accepted by LGC Staff.
18. Special provisions should be limited. Please list any special provisions in an attachment.
19. A separate contract should not be made for each division to be audited or report to be submitted. If a DPCU is subject to the audit requirements detailed in the Local Government Budget and Fiscal Control Act and a separate audit report is issued, a separate audit contract is required. If a separate report is not to be issued and the DPCU is included in the primary government audit, the DPCU shall be named along with the primary government on this audit contract. DPCU Board approval date, signatures from the DPCU Board chairman and finance officer also shall be included on this contract.
20. The contract shall be executed, pre-audited (pre-audit requirement does not apply to hospitals), and physically signed by all parties including Governmental Unit(s) and the Auditor, then submitted in PDF format to the Secretary of the LGC.
21. The contract is not valid until it is approved by the Secretary of the LGC. The staff of the LGC shall notify the Governmental Unit and Auditor of contract approval by email. The audit should not be started before the contract is approved.
22. Retention of Client Records: Auditors are subject to the NC State Board of CPA Examiners' Retention of Client Records Rule 21 NCAC 08N .0305 as it relates to the provision of audit and other attest services, as well as non-attest services. Clients and former clients should be familiar with the requirements of this rule prior to requesting the return of records.



23. This contract may be terminated at any time by mutual consent and agreement of the Governmental Unit(s) and the Auditor, provided that (a) the consent to terminate is in writing and signed by both parties, (b) the parties have agreed on the fee amount which shall be paid to the Auditor (if applicable), and (c) no termination shall be effective until approved in writing by the Secretary of the LGC.

24. The Governmental Unit's (Units') failure or forbearance to enforce, or waiver of, any right or an event of breach or default on one occasion or instance shall not constitute the waiver of such right, breach or default on any subsequent occasion or instance.

25. There are no other agreements between the parties hereto and no other agreements relative hereto that shall be enforceable unless entered into in accordance with the procedure set out herein and approved by the Secretary of the LGC.

26. E-Verify. Auditor shall comply with the requirements of NCGS Chapter 64 Article 2. Further, if Auditor utilizes any subcontractor(s), Auditor shall require such subcontractor(s) to comply with the requirements of NCGS Chapter 64, Article 2.

27. **Applicable to audits with fiscal year ends of June 30, 2020 and later.** For all non-attest services, the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct and *Government Auditing Standards, 2018 Revision* (as applicable). Financial statement preparation assistance shall be deemed a "significant threat" requiring the Auditor to apply safeguards sufficient to reduce the threat to an acceptable level. If the Auditor cannot reduce the threats to an acceptable level, the Auditor cannot complete the audit. If the Auditor is able to reduce the threats to an acceptable level, the documentation of this determination, including the safeguards applied, must be included in the audit workpapers.

All non-attest service(s) being performed by the Auditor that are necessary to perform the audit must be identified and included in this contract. The Governmental Unit shall designate an individual with the suitable skills, knowledge, and/or experience (SKE) necessary to oversee the services and accept responsibility for the results of the services performed. If the Auditor is able to identify an individual with the appropriate SKE, s/he must document and include in the audit workpapers how he/she reached that conclusion. If the Auditor determines that an individual with the appropriate SKE cannot be identified, the Auditor cannot perform both the non-attest service(s) and the audit. See "Fees for Audit Services" page of this contract to disclose the person identified as having the appropriate SKE for the Governmental Unit.

28. **Applicable to audits with fiscal year ends of June 30, 2021 and later.** The auditor shall present the audited financial statements including any compliance reports to the government unit's governing body or audit committee in an official meeting in open session as soon as the audited financial statements are available but not later than 45 days after the submission of the audit report to the Secretary. The auditor's presentation to the government unit's governing body or audit committee shall include:

- a) the description of each finding, including all material weaknesses and significant deficiencies, as found by the auditor, and any other issues related to the internal controls or fiscal health of the government unit as disclosed in the management letter, the Single Audit or Yellow Book reports, or any other communications from the auditor regarding internal controls as required by current auditing standards set by the Accounting Standards Board or its successor;
- b) the status of the prior year audit findings;
- c) the values of Financial Performance Indicators based on information presented in the audited financial statements; and
- d) notification to the governing body that the governing body shall develop a "Response to the Auditor's Findings, Recommendations, and Fiscal Matters," if required under 20 NCAC 03 .0508.

29. Information based on the audited financial statements shall be submitted to the Secretary for the purpose of identifying Financial Performance Indicators and Financial Performance Indicators of Concern. See 20 NCAC 03 .0502(c)(6).

30. All of the above paragraphs are understood and shall apply to this contract, except the following numbered paragraphs shall be deleted (See Item 17 for clarification).

31. The process for submitting contracts, audit reports and invoices is subject to change. Auditors and units should use the submission process and instructions in effect at the time of submission. Refer to the N.C. Department of State Treasurer website at <https://www.nctreasurer.com/state-and-local-government-finance-division/local-government-commission/submitting-your-audit>

32. All communications regarding audit contract requests for modification or official approvals will be sent to the email addresses provided on the signature pages that follow.

33. Modifications to the language and terms contained in this contract form (LGC-205) are not allowed.



## FEES FOR AUDIT SERVICES

1. For all non-attest services, the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct (as applicable) and *Government Auditing Standards, 2018 Revision*. Refer to Item 27 of this contract for specific requirements. The following information must be provided by the Auditor; contracts presented to the LGC without this information will not be approved.

Financial statements were prepared by: ☒ Auditor ☐ Governmental Unit ☐ Third Party

If applicable: Individual at Governmental Unit designated to have the suitable skills, knowledge, and/or experience (SKE) necessary to oversee the non-attest services and accept responsibility for the results of these services:

Name:

Title and Unit / Company:

Email Address:

Eric E. Krpejs

Assistant Finance Director, City of Thomasville

eric.krpejs@thomasville-nc.gov

OR Not Applicable ☐ (Identification of SKE Individual on the LGC-205 Contract is not applicable for GAAS-only audits or audits with FYEs prior to June 30, 2020.)

2. Fees may not be included in this contract for work performed on Annual Financial Information Reports (AFIRs), Form 990s, or other services not associated with audit fees and costs. Such fees may be included in the engagement letter but may not be included in this contract or in any invoices requiring approval of the LGC. See Items 8 and 13 for details on other allowable and excluded fees.

3. The audit fee information included in the table below for both the Primary Government Fees and the DPCU Fees (if applicable) should be reported as a specific dollar amount of audit fees for the year under this contract. If any language other than an amount is included here, the contract will be returned to the audit form for correction.

4. Prior to the submission of the completed audited financial report and applicable compliance reports subject to this contract, or to an amendment to this contract (if required) the Auditor may submit interim invoices for approval for services rendered under this contract to the Secretary of the LGC, not to exceed 75% of the billings for the unit's last annual audit that was submitted to the Secretary of the LGC. All invoices for services rendered in an audit engagement as defined in 20 NCAC .0503 shall be submitted to the Commission for approval before any payment is made. Payment before approval is a violation of law. (This paragraph not applicable to contracts and invoices associated with audits of hospitals).

## PRIMARY GOVERNMENT FEES

Primary Government Unit	City of Thomasville, NC
Audit Fee	\$ 49,500
<b>Additional Fees Not Included in Audit Fee:</b>	
Fee per Major Program	\$ 3,500 per major program in excess of 3
Writing Financial Statements	\$ 10,500
All Other Non-Attest Services	\$

## DPCU FEES (if applicable)

Discretely Presented Component Unit	N/A
Audit Fee	\$
<b>Additional Fees Not Included in Audit Fee:</b>	
Fee per Major Program	\$
Writing Financial Statements	\$
All Other Non-Attest Services	\$

## SIGNATURE PAGE

## AUDIT FIRM

Audit Firm*	
Martin Starnes & Associates, CPAs, P.A.	
Authorized Firm Representative (typed or printed)*	Signature*
Amber Y. McGhinnis	<i>Amber Y. McGhinnis</i>
Date*	Email Address*
01/05/23	amcghinnis@msa.cpa

## GOVERNMENTAL UNIT

Governmental Unit*	
City of Thomasville, NC	
Date Primary Government Unit Governing Board Approved Audit Contract* (G.S.159-34(a) or G.S.115C-447(a))	
Mayor/Chairperson (typed or printed)*	Signature*
Raleigh York, Jr., Mayor	
Date	Email Address
	raleigh.york@thomasville-nc.gov

Chair of Audit Committee (typed or printed, or "NA")	Signature
N/A	
Date	Email Address

## GOVERNMENTAL UNIT – PRE-AUDIT CERTIFICATE

Required by G.S. 159-28(a1) or G.S. 115C-441(a1).  
Not applicable to hospital contracts.

*This instrument has been pre-audited in the manner required by The Local Government Budget and Fiscal Control Act or by the School Budget and Fiscal Control Act.*

Primary Governmental Unit Finance Officer* (typed or printed)	Signature*
Thomas C. Avant, Finance Director	
Date of Pre-Audit Certificate*	Email Address*
	thomas.avant@thomasville-nc.gov



**SIGNATURE PAGE – DPCU**  
(complete only if applicable)

**DISCRETELY PRESENTED COMPONENT UNIT**

DPCU*	
N/A	
Date DPCU Governing Board Approved Audit Contract* (Ref: G.S. 159-34(a) or G.S. 115C-447(a))	
DPCU Chairperson (typed or printed)*	Signature*
Date*	Email Address*

Chair of Audit Committee (typed or printed, or "NA")	Signature
N/A	
Date	Email Address

**DPCU – PRE-AUDIT CERTIFICATE**

Required by G.S. 159-28(a1) or G.S. 115C-441(a1).  
Not applicable to hospital contracts.

*This instrument has been pre-audited in the manner required by The Local Government Budget and Fiscal Control Act or by the School Budget and Fiscal Control Act.*

DPCU Finance Officer (typed or printed)*	Signature*
N/A	
Date of Pre-Audit Certificate*	Email Address*

Remember to print this form, and obtain all  
required signatures prior to submission.

PRINT



**Koonce, Wooten & Haywood, LLP**  
CERTIFIED PUBLIC ACCOUNTANTS

## Report on the Firm's System of Quality Control

To the Shareholders of Martin Starnes & Associates, CPAs, P.A. and the Peer Review Committee, Coastal Peer Review, Inc.

We have reviewed the system of quality control for the accounting and auditing practice of Martin Starnes & Associates, CPAs, P.A. (the firm) in effect for the year ended December 31, 2020. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at [www.aicpa.org/prsummary](http://www.aicpa.org/prsummary). The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

### Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

### Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

### Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act and an audit of an employee benefit plan.

As part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

### Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Martin Starnes & Associates, CPAs, P.A. in effect for the year ended December 31, 2020, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Martin Starnes & Associates, CPAs, P.A. has received a peer review rating of *pass*.

*Koonce, Wooten & Haywood, LLP*

Koonce, Wooten & Haywood, LLP

May 4, 2021

**Raleigh**  
4060 Barrett Drive  
Post Office Box 17806  
Raleigh, North Carolina 27619  
  
919 782 9265  
919 783 8937 FAX

**Durham**  
3500 Westgate Drive  
Suite 203  
Durham, North Carolina 27707  
  
919 354 2584  
919 489 8183 FAX

**Pittsboro**  
579 West Street  
Post Office Box 1399  
Pittsboro, North Carolina 27312  
  
919 542 6000  
919 542 5764 FAX

**Smithfield**  
212 East Church Street  
Post Office Box 2348  
Smithfield, North Carolina 27577  
  
919 934 1121  
919 934 1217 FAX



# Budget Amendment

**To:** City Manager

**From:** Finance Director

**Date:** 1/5/2023

**Council Budget Amendment Reference #:** 2023 – P7 - 01

**Re:** 2022-2023 General Fund Budget Amendment

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This General Fund budget amendment appropriates insurance proceeds in the Public Works Department for damage to a garbage truck and transfers \$24,750 in the Police Dept. for consultant costs in the hiring process of a new Police Chief. The amendment also appropriates \$35,000 from General Fund Contingency to fund an employee salary and classification study.

## GENERAL FUND

### INCREASE REVENUE

010-0000-383.01-00	Refunds/Insurance Proceeds	\$ 1,653.00
Total		\$ 1,653.00

### DECREASE APPROPRIATION

010-5110-521.02-01	Salaries/Full Time	\$ 24,750.00
010-9010-505.58-00	Unallocated/Contingency	\$ 35,000.00
Total		\$ 59,750.00

## INCREASE APPROPRIATION

010-5660-532.15-04	Maintenance & Repairs/Vehicles	\$ 1,653.00
010-5110-522.45-01	Contracted Services/Professional	\$ 24,750.00
010-4610-512.45-01	Contracted Services/Professional	\$ 35,000.00
Total		\$ 61,403.00





December 29, 2022

To: Personnel/Finance Committee

From: Michael Brandt, City Manager

RE: Personnel/Finance Committee Agenda Item 5

It is my recommendation that the City conduct an Employee Compensation Review and Classification Study with a 3<sup>rd</sup> party consultant. It has been over 15 years since Thomasville has conducted a comprehensive study. We know that many of our positions are below market rate, and it is having an effect on the ability to hire new employees and potentially retaining employees.

Staff is working with the Piedmont Triad Regional Council to develop a scope of work and cost for such a plan. The sooner we can undergo the effort, the quicker the work can be completed and decisions made regarding implementation.

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***PROPOSAL AND AGREEMENT***

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**PROFESSIONAL SERVICES OFFERED TO  
THE CITY OF THOMASVILLE  
FOR  
A CLASSIFICATION AND PAY STUDY**

This is a proposal and agreement by the Piedmont Triad Regional Council (PTRC) to provide services to a member government, specifically, to the City of Thomasville (hereinafter "City") to complete a classification and pay study for selected employee classifications.

**I. Work Elements for Position Classification Study**

As part of the position classification and pay study, the PTRC agrees to conduct the following work elements:

- A. Study the classification and positions identified in section II of this proposal.
- B. Meet with management before commencement of the position classification and pay study to discuss the following issues: expectations of the study, confirmation of labor market comparisons, the understanding of the classifications and pay process, and implementation principles.
- C. Facilitate an orientation session with the employees for the purpose of explaining the study and to distribute and explain the position description questionnaire. The PTRC will provide the design and format of questionnaires which are to be filled out by every employee. The questionnaires provide the basic information necessary to address the classification criteria.
- D. Interview all incumbents from each classification that desire to be interviewed and at least one incumbent from each classification. The interviews provide an opportunity to see the employee's work environment, to ask the employee additional questions, to allow the employee to add information that may have been left off the questionnaire, and to obtain a "personal feel" for the position.
- E. Collect salary data from public employers in the labor market with whom the City wishes to compete. The City will have input as to whom data is collected from and generally what weight data is given.
- F. Assign each classification to a salary grade based on an assessment of the classification, market data collected, and internal relationships.



*Proposal and Agreement to the City of Thomasville for a classification and pay study*

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- G. Assign each employee to a position and classification. Implementation costs for any recommended changes will be calculated. A printout will be provided to management which will include name, current title, proposed title, current grade, current salary, proposed grade, proposed salary, dollar increase on an annual basis, and percent increase. These costs will be summarized by department based on the way the information is provided by the City. The City will need to provide guidance as to how implementation will be administered.
- H. Facilitate discussion with management regarding the development of career ladders, set the career ladder into a market context, and calculate implementation costs.
- I. Meet with Department Heads and management prior to finalizing the recommendations to discuss findings and receive input.
- J. Present to management a summary of the study and recommendations.
- K. Deliver to the City a final compilation of the study that will contain the assignment of classifications to grades, schedule of changes, and allocation list.
- L. Consult on miscellaneous items such as report preparation to communicate study results to employees, organizational design of departments, and other related subjects as needed.

*Proposal and Agreement to the City of Thomasville for a classification and pay study*

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## II. Schedule of Classifications to Review

Specifically, the following 142 classifications will be studied;

<u>Class Titles</u>	<u>#</u>		
Range/Cart Attendant Golf (Part-Time)	8	Auto Mechanic I	1
Customer Service Golf (Part-Time)	5	Billing Clerk	1
Laborer I, Streets (Part-Time Summer Position)	1	Assistant Golf Professional II	
Laborer I	13	Lead Meter Reader	1
Office Support I		Records Clerk/Communications Officer III	
Sanitation Collector	16	W/S Maintenance Technician	2
Assistant Golf Professional I		Accounting Clerk I	
Customer Service Golf		Auto Mechanic II	
Greenskeeper I	8	Crew Leader	10
Greenskeeper II	1	Office Support III	
Laborer II	2	Records Clerk/Communications Officer IV	
Maintenance Mech/Cemetery	1	Recreation Center Director I	2
Equipment Operator I	8	W/S Chief Maintenance Mechanic	1
Meter Reader		W/S Plant Operator I	4
Collections Clerk	2	Animal Control Officer	1
Equipment Operator II	4	Assistant/Spray Technician (Golf)	
Greenskeeper III		Lead Billing Clerk	1
Laborer III		Records Clerk/Communications Coordinator	
Meter Services Technician	3	W/S Plant Maintenance Supervisor	2
Peak Time Collections Clerk		W/S Plant Operator II/C	
Records Clerk/Communications Officer I	2	W/S Plant Relief Operator	2
Sanitation Equipment Operator		Accounting Clerk II	1
Equipment Operator III	2	Auto Mechanic III	1
Fleet Service Assistant	1	Firefighter I	9
Office Support II		Human Resources Technician	
Records Clerk/Communications Officer II	2	Office Support IV	3
Sanitation Equipment Operator III	1	Recreation Specialist	1
Signs & Signals Technician	1	Sanitation Supervisor	1
Lead Operator Golf	1	Signs & Signals Supervisor	1



*Proposal and Agreement to the City of Thomasville for a classification and pay study*

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Streets Supervisor	1	City Surveyor	1
W/S Plant Operator/Lab Technician	1	Golf Course Superintendent	1
W/S Plant Operator III/B		Head Golf Professional	1
Firefighter II	5	Lab Supervisor	1
Minimum Housing Inspector	2	Maintenance Construction Superintendent	1
Police Officer I	11	Master Sergeant	1
W/S Plant Operator IV & A	3	Planning/Zoning Administrator	1
P/T Fire Inspector III	1	Sanitation Superintendent	
Code Inspector I	1	Street Superintendent	
Collections/Customer Service Supervisor 1	1	W/S Plant Superintendent	2
Fire Equipment Operator I		Director of Emergency Management	1
Fire Specialist/Rescue	10	Division Chief/Fire Marshal	1
Lead Accounting Clerk	1	Division Chief of Fire and Life Safety	
Police Officer II	10	Division Chief of Training	1
Purchasing/Inventory Specialist	1	Fire Battalion Chief	3
Recreation Program Director	1	Police Lieutenant	14
Superintendent of Parks	1	MIS Assistant Director 1	1
W/S Lead Plant Operator	1	Assistant Finance Director	1
Code Inspector II		MIS Director	1
Engineering Technician 1	1	Police Captain	2
Fire Equipment Operator II	12	Police Major	1
Garage Supervisor		Public Works Director	1
Human Resources Analyst	1	Assistant Fire Chief	1
PC Support Specialist	1	Finance Director	1
Police Officer III		Human Resources Director	1
Rescue Equipment Operator	3	Police Chief	1
ARPA Grant Analyst/Administrator	1	Recreation Director	1
Business License Inspector		City Engineer	
Code Inspector III	2	Fire Chief	1
Accounting Operations Manager	1	Utilities Director	1
City Clerk	1	Peak Time City Attorney	1
Master Police Officer	10	Assistant City Manager	1
Fire Captain	12	Garage Superintendent	1
Police Sergeant	7	Call Center Operator	1
Rescue Captain	3	Asst Construction Superintendent	1

*Proposal and Agreement to the City of Thomasville for a classification and pay study*

After School Assistant	2
P/T Playground Counselor	8
P/T Recreation Assistant	2
P/T Pool Manager	2
P/T Animal Control	1
P/T Sport Official	2
P/T Scorekeeper	1

Corporal	4
Downtown Economic Development Director	1
Master Police Officer II	16
Sanitation Equipment Operator II	13
Risk Manager	1
Water Plant Night Shift Operator	3
Utility Locator	1



Proposal and Agreement to the City of Thomasville for a classification and pay study

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**III. Responsibilities of the City**

In order to facilitate relevant and useful study results the City agrees to provide to PTRC the following:

- A. Input as to whom data is collected from and generally what weight data is given. Because this element is so important in determining recommended salary ranges, it is suggested this be discussed and resolved before the data is collected in order to obtain some consensus about data collection and what emphasis should be placed on the larger employers in the market. No private sector or out of state data will be analyzed, unless the City specifically makes a provision to provide it.
- B. Copies of existing class specifications. Electronic copies will be provided if available,
- C. Access to employees for interviews, if necessary, for data collection about the work they perform.
- D. Access to a computer or digital database of current payroll and salary administration information. This database should include the employee's name, current title, current grade, current salary, and any other relevant information related to classification or study implementation decisions. PTRC will summarize the study reports based on the way the information is provided by the City.
- E. Guidance as to how the implementation of the study's results will be administered.
- F. Access to appropriate management staff, as determined by the City Manager, to meet with PTRC's representatives to gather information, discuss recommendations, and receive input.
- G. A contact person for all business related to the project including the scheduling of interviews, necessary meeting space, information referral to the City Manager and any other items necessary to the completion of this project.

Until otherwise directed the designated contact and address is –

Mr. Eddie Bowling, Assistant City Manager

Eddie.Bowling@thomasville-nc.gov

Proposal and Agreement to the City of Thomasville for a classification and pay study

**IV. Timeline for Project Completion**

*February 2023*

- Meet with management (Work Element A)
- If necessary, hold an orientation session with the employees (Work Element C).

*March*

- Employees complete questionnaires and supervisors review and approve. Questionnaires returned to PTRC for review and building interview schedules.

*April*

- Conduct Interviews (Work Element D).

*May*

- PTRC completes market analysis and classification analysis.

*June*

- Meet with management to discuss findings and receive input (Work Element H).
- Final presentation will be made to management summarizing the study and recommendations (Work Element I).
- Deliver final compilation of the study to the City (Work Element J).



*Proposal and Agreement to the City of Thomasville for a classification and pay study*

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**V. Method of Classification**

The PTRC utilizes the factor comparison method of job evaluation. The duties and responsibilities of individual positions are evaluated to determine their relative level of difficulty and responsibility. The factors used are generally accepted principles in the personnel field. The following are among the classification factors used in determining the level of each position:

1. Working conditions
2. Nature and significance of public contacts
3. Variety and complexity of work
4. Decision making
5. Consequence of error
6. Supervision given
7. Supervision received
8. Knowledge, skills, and abilities

It is mutually understood that individual employee compensation is not being studied and PTRC will not be making recommendations regarding individual employee compensation. Compensation recommendations are based upon position classification and the City's implementation principles. Further it understood that the City's management and employment practices and such factors as individual employee performance determine individual compensation.

*Proposal and Agreement to the City of Thomasville for a classification and pay study*

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**VI. Staff**

The members of our staff assigned to the classification and pay study are very experienced in personnel work.

Ann Taylor has over 35 years of Human Resources experience at the county and regional level. After working for six years with the Union County Department of Social Services, she joined Piedmont Behavioral HealthCare (now Cardinal Innovations). Ann retired from Cardinal Innovations having served as Director of Human Resources for over 20 years, where she developed and administered a substantially equivalent personnel system. During her tenure she was a member of the Executive Management Team developing and over-seeing merger plans, divesture plans and the creation of Daymark Recovery – a successful, private non-profit spin-off of the area program.

Her experience includes policy and procedure development, employee relations, classification and compensation, interpretation and application of federal and state legislation, development and presentation of a wide range of Human Resources and Compliance training. Ann obtained her Senior Professional in Human Resources (SPHR) in 1999 and completed the Healthcare Corporate Compliance Institute in 2005 and is certified as a Workplace Mediator.

Since retiring in 2007, she has worked as a consultant providing Human Resources, Compliance and National Accreditation training and consultation throughout the state, working with Areas Programs and Behavioral Healthcare Providers. Most recently she was a key member of the consulting group managing the successful merger of three Area Programs that transitioned from a Local Management Entity (LME) to a Medicaid Managed Care Organization (MCO).

Terri Rivers has 40 years of Public Administration experience. In fact, an early career internship was with the PTCOG the forerunner organization of the PTRC. She worked in various capacities in the Reidsville city manager's office, where she headed many projects for five city managers. Terri served assistant city manager – while overseeing the human resources department as director. Terri is experienced in employee relations, recruitment and selection, employee benefits and compensation, and budgeting. She a lifelong learner and served as president of the North Carolina Chapter of the International Personnel Management Association in 2000-2001. Terri has a Bachelor of Science from Appalachian State University and Master of Public Affairs from North Carolina State University.

Ronda Tatum has over 30 years of Public Administration experience. Ronda served 26 years in Forsyth County in various capacities including Deputy County Manager, Assistant County Manager, Budget & Management Director, Internal Auditor, and Budget & Management Analyst. Ronda has additional work experience with the City of Winston-Salem, the City of Decatur, Georgia, and Catawba County, NC. Ronda has a Bachelor of Arts from Winston-Salem



Proposal and Agreement to the City of Thomasville for a classification and pay study

State University, a Bachelor of Science from High Point University and a Master of Public Administration from the University of North Carolina at Chapel Hill.

Matt Reece serves as PTRC's Assistant Director. He has over 25 years of experience providing technical assistance to local governments throughout North Carolina. He regularly conducts a variety of management studies including, executive recruitment and selection, program evaluation, policy analysis, and personnel classification and compensation. As a past-president of regional and state-wide professional organizations, Matt has directed and organized research and discussion on a variety of personnel, compensation and public policy issues. He has also served as adjunct faculty for compensation management instructing in the master of human resources management program. Matt has a Bachelor of Arts in Political Science and a Master of Affairs, both from the University of North Carolina at Greensboro.

## **VII. References**

The PTRC has been involved in human resources consulting since 1986. Over the past three decades PTRC has performed personnel consulting for almost every local government in our region. The following is a list of local governments for which services have been rendered recently and would be familiar with our work. Specific contacts at each local government are available upon request.

- Alamance County
- Chatham County
- Davidson County
- Forsyth County
- Montgomery County
- Rockingham County
- City of Asheboro
- City of Burlington
- City of Graham
- City of High Point
- City of Randleman
- City of Reidsville
- City of Statesville
- Town of Biscoe
- Town of Fuquay-Varina
- Town of Gibsonville
- Town of Haw River
- Town of Jamestown
- Town of Kernersville
- Town of Mocksville
- Town of Mooresville

Proposal and Agreement to the City of Thomasville for a classification and pay study

**VIII. Fees for Service**

PTRC proposes to complete the classification and pay study of selected classifications for a fee of \$35,000.00. This fee will be billed in two installments; one-third after the interviews are completed and the balance will be payable within thirty (30) days after submission of completed final report. Any alteration or modification from the above specifications involving extra cost of material or labor will be implemented only upon written instructions from the designated contact with the City.



Proposal and Agreement to the City of Thomasville for a classification and pay study

**IX. Acceptance of Proposal**

If you are in agreement with the terms of this proposal please indicate by signing below and returning a signed original to the offices of the PTRC. PTRC staff will begin work as soon as we are notified of your acceptance. This confirms your intention to accept the scope of work as indicated in the proposal presented by the PTRC, provide assistance and otherwise meet the responsibilities outlined, and you are confirming the encumbrance of funds sufficient to pay the fees for services rendered.

Please return acceptance to:  
 Matt Reece, Assistant Director  
 Piedmont Triad Regional Council  
 1398 Carrollton Crossing Drive  
 Kernersville, NC 27284

For your information:  
 Office - 336-904-0300 / [mreece@ptrc.org](mailto:mreece@ptrc.org) / [www.ptrc.org](http://www.ptrc.org)

City of Thomasville

\_\_\_\_\_  
 Secretary ATTEST

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Title

\_\_\_\_\_  
 Date

This instrument has been preaudited in the manner required by the Local Government Budget and Fiscal Control Act.

\_\_\_\_\_  
 (Signature of finance officer).

\_\_\_\_\_  
 Date

## CITY OF THOMASVILLE 2023-24 BUDGET CALENDAR

All meetings of City Council and Personnel/Finance Committee are held at City Council Chambers, Thomasville Aquatic and Community Center, 20 Stadium Drive, times as listed

Dates	Location	Type of Meeting	Summary
Jan. 3 – Jan. 20, 2023			Department Managers enter Budget Requests & Justifications
February 3 & 4, 2023	City Council Chambers February 3, 4:00 PM February 4, 8:00 AM	Special Called Council Meeting	<b>Council Retreat and Planning Meeting</b>
February 24, 2023			First Draft for Manager Review
April 10, 2023	City Council Chambers 4:30 PM	Special Called Personnel/Finance Committee Meeting (after Briefing Meeting)	<b>Outside Agency Funding Work Session</b>
April 24, 2023			Deliver Final Draft Budget to Council
May 1, 2023	City Council Chambers 4:00 PM	Special Called Personnel/Finance Committee Meeting	<b>Overview of Budget (Revenues &amp; Expenses) All Funds</b>
May 8, 2023	City Council Chambers 4:00 PM	City Council Briefing Meeting	<b>Council Review of Budget</b>
May 9 – 12, 2023			Manager & Finance Dept. Final Budget Preparation
May 15, 2023	City Council Chambers 6:00 PM	City Council Regular Meeting	<b>Manager Submits Budget Message and Final Budget to Council. Council sets public hearing for June 5, 2023.</b>
May 25, 2023			Public Notice of public hearing published in local paper (at least 10 days before Public Hearing).
June 5, 2023	City Council Chambers 6:00 PM	Special Called City Council Meeting	<b>Budget Public Hearing</b>
June 20, 2023	City Council Chambers 6:00 PM	City Council Regular Meeting	<b>Proposed Date of Adoption of Budget</b>



**Proposed Policy Amendment****(Revised January of 2023)****Amendment to Article XVIII. Pay Plan****Proposed New Section: 14. New Employee Incentive (Temporary)**

In an effort to encourage current City employees to assist with recruitment and retention of new employees, the following incentive is established by the City Council. This incentive is available to all employees for all positions. A current employee may recommend someone to apply to the City, and if that new person is successfully hired and retained through their probationary period, then the incentive will be applicable. The current employee will receive a \$500, one-time, incentive payment. The new employee will receive a one-time \$500 retention bonus upon completion of their probationary period, in addition to any other salary adjustments available to the employee.

To be eligible for the incentive, new employees must be hired for an open position after January 1, 2023 and by July 1, 2023. This deadline may be extended further upon approval by the City Council. This policy will be reviewed periodically and is subject to revision based on the recruiting and budgetary needs of the City of Thomasville.

**Proposed Policy Amendment****(Revised January of 2023)****Amendment to Article XVIII. Pay Plan****Proposed New Section: 15. Police Officer Lateral Transfer Incentive (Temporary)**

In order to encourage transfers of trained officers from other jurisdictions, sworn police officers currently employed with a law enforcement agency within the state of North Carolina and holding at least a General Law Enforcement Certification awarded by the North Carolina Criminal Justice Education and Training Standards will be eligible for a \$3,000 bonus. The bonus will be paid in two installments of \$1,500. The first installment will be paid upon successful completion of a 6-month probationary period. The second installment will be paid one year after the probationary period has ended (generally 18 months after hire date).

Eligible new employees may receive both the New Employee Incentive and the Lateral Transfer Incentive. To be eligible, a new police officer must sign their employment agreement after January 1, 2023, and by July 1, 2023. This deadline may be extended further upon approval by the City Council. This policy will be reviewed periodically and is subject to revision based on the recruiting and budgetary needs of the City of Thomasville.



**AN ORDINANCE AMENDING  
TRAFFIC AND VEHICLES ORDINANCES OF THE CITY  
BY THE CITY COUNCIL OF THE CITY OF THOMASVILLE**

The City Council finds that the City of Thomasville Code of Ordinances **Section 78-470. Schedule 10: Parking Prohibited At All Times**, should be amended as follows:

To the following streets or parts of streets upon which parking of vehicles is prohibited at all times, as provided in section 78-182 add:

**Walnut Street, South side from Fisher Ferry Street to Center Street**

Upon the motion of Council Member \_\_\_\_\_ and a second by Council Member \_\_\_\_\_, the foregoing ordinance was passed upon its first reading by a vote of \_\_\_\_\_.

This Ordinance shall be effective January 17, 2023.

CITY OF THOMASVILLE

By: \_\_\_\_\_  
Raleigh York, Jr., Mayor

[SEAL]

Attest: \_\_\_\_\_  
Wendy S. Martin, City Clerk

\*\*\*\*REVISED 1/17/23\*\*\*\*



## 2023 THOMASVILLE CITY COUNCIL MEETING DATES \*

January-April COUNCIL meetings: 7003 Ball Park Road, Thomasville, NC.

May-December Council meetings and all other listed meetings all year will be held at Thomasville Aquatic & Community Center, 20 Stadium Drive, Thomasville, NC

COMMITTEE MEETINGS (8:30 A.M.)	BRIEFING MEETINGS (4:00 P.M.)	COUNCIL MEETINGS (6:00 P.M.)	MAYOR PRO TEMPORE OF THE MONTH **
January 4*** (at 4:00 PM)	January 9	January 17***	Payton Williams
February 7	February 13	February 20	Wendy Sellars
March 7	March 13	March 20	Hunter Thrift
April 4	April 10	April 17	Ron Bratton
May 2	May 8	May 15	Jeannette Shepherd
June 6	June 12	June 20***	Doug Hunt
July 5***	July 10	July 17	Lisa Shell
August 8	August 14	August 21	Payton Williams
September 6***	September 11	September 18	Wendy Sellars
October 3	October 9	October 16	Hunter Thrift
November 8***	November 13	November 20	Ron Bratton
		December 4 (Organizational Mtg.)	Jeannette Shepherd
December 5	December 11	December 18	Jeannette Shepherd

- \* **Information subject to change.** Please check the agenda posted at City Hall or the website at [www.thomasville-nc.gov](http://www.thomasville-nc.gov) to verify current meeting information.
- \*\* The **Mayor Pro Tempore** is appointed by the Mayor and will be responsible for attending the meetings of the **Chamber of Commerce, County Commissioners and City School Board**. (Each will notify Council Member personally of meeting dates and times.)
- \*\*\* Council will meet on WEDNESDAY, January 4<sup>th</sup>, because of New Year's Day.  
 Council will meet on TUESDAY, January 17<sup>th</sup>, because of the MLK Holiday.  
 Council will meet on TUESDAY, June 20<sup>th</sup>, because of the Juneteenth Holiday.  
 Council will meet on WEDNESDAY, July 5<sup>th</sup>, because of Independence Day.  
 Council will meet on WEDNESDAY, September 6<sup>th</sup>, because of Labor Day.  
 Council will meet on WEDNESDAY, November 8<sup>th</sup>, because of Election Day.





December 29, 2022

To: Personnel/Finance Committee

From: Michael Brandt, City Manager

RE: Personnel/Finance Committee Agenda Item 3

It is my recommendation that the City hire an outside consultant to support and assist in the process of recruiting the new Thomasville Police Chief. Developmental Associates LLC has a long history of successful placements of executive positions throughout North Carolina. The proposed contract is in the amount of \$24,750. Attached is the proposed scope of work and contract.



**Stephen K. Straus, Ph.D.**  
 Heather A. Lee, Ph.D. SPHR  
 Korrel W. Kanoy, Ph.D.

510 Meadowmont Village Circle, #299 • Chapel Hill, NC 27517

(919) 812-0132 • skstraus@developmentalassociates.com

### COVER LETTER INFORMATION:

**Incorporation:** As a predominantly female owned enterprise Developmental Associates is a *HUB certified* LLC (S) Corporation in North Carolina.

**Lead Consultant:** Stephen Straus, Ph.D.

December 7, 2022

Michael Brandt  
 Manager  
 City of Thomasville  
 10 Salem Street  
 Thomasville, NC 27360

Dear Mr. Brandt:

Thank you for requesting our proposal for Police Chief.

Developmental Associates is not a traditional “headhunting” firm. Instead, we rely on more objective, systematic, and accurate methods to recruit, screen, and evaluate candidates that we call *Talent Identification and Assessment*. You will note as you review our proposal, that this approach reduces guesswork, and provides you with more complete and reliable information about the candidates. *In short, we provide you with more detailed and in-depth information about the candidates to enable you, as Manager, to make the most informed decisions possible.*

An article citing our work was published in *Supply and Demand Chain Magazine*.

<https://mail.google.com/mail/u/0/#inbox/FMfcgxwHNVvtbGIHlfHMFNCGHBPqTDnG>

Moreover, our success in identifying and hiring diverse candidates was on national display five years ago. Several television stations and news outlets recognized that North Carolina had five female – African American Chiefs of Police in mid to large municipalities.

<https://www.newsobserver.com/news/local/article175431651.html>

Developmental Associates placed four of those Chiefs.

**Our approach has three goals with respect to recruitment, screening, and selection.**

- 1. Recruit high quality and diverse candidates**
- 2. Employ a multi-method screening approach to get you the best data on your top candidates**
- 3. Apply skill-based assessments and Emotional Intelligence testing to provide you with a comprehensive assessment that goes beyond the traditional interview-only approach.**



**Goal #1: Recruit high quality and diverse candidates**

<ul style="list-style-type: none"> <li>• We <b>target individuals</b> with whom we have worked directly. Having worked with thousands of managers through our consulting and training, we are well connected to leading law enforcement government executives in the region and nation. <b>Kerr Putney, retired Chief from Charlotte-Mecklenburg Police Department would lead out recruitment efforts.</b> Chief Putney is well connected with Chiefs and up and coming talent in the state and nationally. <a href="#">Here</a> is an example of one of our electronic brochures that we use to connect with strong candidates.</li> </ul>	<ul style="list-style-type: none"> <li>• We make <b>individual contacts through social media.</b> We maintain lists of hundreds of local government managers that we can contact with email blasts, Facebook, and LinkedIn notices.</li> </ul>
<ul style="list-style-type: none"> <li>• We know how to make the best use of the most widely referenced <b>professional journals and websites.</b> We can enhance the information provided to those sites by relying on a comprehensive study of the position and the organization that enables us to craft attractive, realistic, and comprehensive postings.</li> </ul>	<ul style="list-style-type: none"> <li>• We have established a <b>national network</b> through our contract with NEOGOV, the number one HR application to governments nationwide. This service enables us to provide recruitment and applicant tracking solutions on a national level.</li> </ul>

**OUTCOME:** We have placed candidates with our clients from a variety of locations, such as Georgia, California, Arizona, New York, Illinois, Florida, and Massachusetts. Furthermore, there are no search firms that know candidates in the North Carolina region better than Developmental Associates. North Carolina has been our home base for thirty years. Kerr Putney, retired Chief of the Charlotte-Mecklenburg Police Department would lead our recruitment efforts.

**Goal #2: Employ a multi-method screening approach to get you the best data on your top candidates**

<ul style="list-style-type: none"> <li>• We develop a customized application that candidates must complete on-line. This application would be tailored to the specific challenges facing the City. In comparison to the traditional cover letter and resume, we are then able to match candidates with the specific needs of the City. Moreover, we are then able to make “apples-to-apples” comparisons of candidates rather than trying to piece together disparate information from resumes that are each designed differently.</li> </ul>	<ul style="list-style-type: none"> <li>• We conduct intensive interviews with each of the top candidates (up to 15). We conduct these interviews using structured questions based on the needs of the City along with a detailed scoring system. The responses of each candidate are recorded and available to the Manager for review.</li> </ul>
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- We also administer on-line surveys requiring short essay answers from candidates. These questions generally focus on how candidates have managed more complex challenges and provides you with an early writing sample prior to further assessment.

**OUTCOME:** Many clients tell us that they based previous selection decisions on *less* information that we provide through our screening process.

**Goal #3:** Apply skill-based assessments and Emotional Intelligence testing to provide you with a comprehensive assessment that goes beyond the traditional interview-only approach.

<ul style="list-style-type: none"> <li>• <b>Skill-based exercises are of greater validity (almost twice as accurate) than the traditional interview-driven approach</b> Developmental Associates designs exercises that simulate the responsibilities of the position, such as making budget presentations, developing written project plans, facilitating staff meetings, conducting performance-based role plays, and resolving HR issues with individual departments to directly observe the candidate skills that are interviews cannot elicit.</li> </ul>	<ul style="list-style-type: none"> <li>• In addition to the skills-based assessments, we administer a psychological inventory called the Emotional Intelligence Inventory (EQi 2.0) – see page 10. This inventory, which is validated for employment, provides us with information on critical skills of the candidate, such as problem solving, assertiveness, interpersonal relations, and teamwork. This inventory is administered independent of the skills exercises; in other words, the psychologist administers the EQ without knowing the other assessment results.</li> </ul>
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**OUTCOME:** We provide you with the most in-depth and accurate information possible about the top candidates for this position to enable you to make the most informed decisions possible. It is essential to rely on three common and very comfortable methods as a part of the selection process: 1) reviews of resumes, 2) reference and background checks, and 3) interviews. ***Nevertheless, these are the three least accurate methods for determining the true competencies of candidates and they are the key methods used by our competition!*** One of many reasons for the limitations of these methods is that they rely mostly on indirect or inferential data. For example, resumes tell us what the candidate has done, but not how well he/she has performed. References rely on third-party observations that have often been shown to be unreliable and based more on familiarity than skills assessment. Interviews, when conducted in a systematic and behavioral-based fashion, can reveal certain key attributes: knowledge, verbal communication skills, and judgment (when situational questions are included). *Interviews, however, are not able to directly verify other critical skills, such as budget analysis, conflict resolution, project planning, meeting or group facilitation, leadership style, problem solving, writing, or even presentation skills.*

*Please keep in mind, that these methods do not limit the discretion of the Manager instead they enhance the quality of information you would have at your discretion in making screening, assessment and in final interview decisions.*



Thank you for considering our services. We would be pleased to partner with the City of Thomasville to find an outstanding Police Chief.

Sincerely,



Stephen K. Straus, Ph.D.  
President - Developmental Associates, LLC

**PROPOSAL: THE CITY OF THOMASVILLE  
RECRUITMENT, SCREENING, AND SELECTION PROCESS:  
POLICE CHIEF**

**December 7, 2022**

**SECTION I: PROPOSAL CONTENTS**

	<b><u>PAGES</u></b>
A. Scope of Services	pages 6-9
• Emotional Intelligence Factors	page 10
B. Proposed Fees for Services	page 11

**SECTION II: OVERVIEW OF FIRM**

C. <i>Organization and Staffing + Conflict of Interest Statement</i>	<i>pages 12-13</i>
D. <i>Qualifications and Experience</i>	<i>page 14</i>
E. <i>A New Approach to Executive Assessment</i>	<i>pages 14-15</i>
F. <i>References</i>	<i>pages 16-17</i>
G. <i>Our Public Safety Clients</i>	<i>pages 18-19</i>
H. <i>Attachment Required for this Proposal</i>	

**HIRE WITH CONFIDENCE PLEDGE**

If Developmental Associates is responsible for recruiting and screening candidates, we guarantee that the client will find a candidate that it can hire with confidence. If the selected candidate does not continue employment for at least *two years* of service, Developmental Associates pledges to provide all of the services originally agreed upon with the client for no additional charge other than expenses, such as administering the Emotional Intelligence Inventory (EQi) to candidates approved by the client. Developmental Associates would continue to provide these services until the client selects a candidate it can "hire with confidence". Developmental Associates does not maintain this pledge if it is not responsible for the recruitment and screening for the position.



**A: SCOPE OF WORK**  
**THE CITY OF THOMASVILLE**  
**POLICE CHIEF**

**RECRUITMENT AND SELECTION**

**Menu of Offerings**

*Directions: Below are the steps identified in the proposed Scope of Services, the dates when we could complete each step. This plan includes three meetings with the City Manager.*

<b>STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS</b>	<b>PURPOSE OF THE PROPOSED STEPS</b>	<b>TIMELINE</b>
<b>Step 1: Conduct job and organizational analyses</b> to identify expectations and competencies for the position by meeting with the following groups: <ul style="list-style-type: none"> <li>▪ The City Manager's Office</li> <li>▪ All levels of the TPD</li> <li>▪ One public session</li> <li>▪ Others as identified by the Manager</li> <li>▪ (We would also be glad to administer two electronic surveys – one for the public and for TPD staff)</li> </ul>	<ol style="list-style-type: none"> <li>1) Provides a foundation for defining the competencies sought in recruitment and in designing the selection process.</li> <li>2) Builds stakeholder buy-in and perspective into the selection process.</li> <li>3) Conducting a job analysis is essential for legal defensibility.</li> <li>4) Conducting the organizational analyses identifies future challenges for a proactive Police Chief</li> <li>5) We can employ both focus groups and electronic surveys to gain input from stakeholders.</li> </ol>	Day 1
<b>Step 2: Build a candidate profile and post written job advertisements</b> in leading professional journals and websites.	<ol style="list-style-type: none"> <li>1) Written ads for both print and online publications will typically generate the largest number of applications.</li> <li>2) As the employing agency, the City would need to post the ads after they have been developed for any member-based organizations. (DA can also post ads and charge the City back for those fees.)</li> <li>3) If the City would like an electronic brochure, Developmental Associates can also develop that.</li> </ol>	Day 4
<b>Step 3: Conduct targeted recruitment of leading candidates</b>	<ol style="list-style-type: none"> <li>1) We have direct access to several thousand local government executives across the country. We will send out a mass email to all these executives, but also make direct contact with a number of those that we think would be a particularly good fit with The City of Thomasville.</li> <li>2) By targeting candidates and making individual contacts, Developmental Associates can supplement the candidate pool with managers with excellent credentials, especially from NC and the region.</li> </ol>	Through Day 35



STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
<p><b>Step 4: Conduct initial (first) level screen</b> of candidate applications/resumes</p> <ul style="list-style-type: none"> <li>• A media (Google) search (mentions of candidates in the news media) of the top candidates at this stage of the screening process</li> </ul>	<ol style="list-style-type: none"> <li>1) First level screening involves a structured process for evaluating resumes and supporting documents. We require all candidates to post their applications through NEOGOV to ensure they are responding to the specific requirements of the position and not just submitting a general resume.</li> <li>2) The organizational/job analysis provides the basis for developing a structured screening guide to ensure consistent application of the selection criteria to each resume.</li> <li>3) Narrow the field of candidates to a number that can be screened more intensively (through the secondary screening process described below).</li> <li>4) Provides detailed and uniform information to the Manager to enable you to make an informed decision about which candidates proceed in the process.</li> </ol>	Day 38 Meeting
<p><b>Step 5: Conduct second level screening</b> of candidates for the position. We employ two methods in the secondary screen. To ensure objectivity, a different member of our staff would conduct each method, and we keep a “firewall” between these methods. These methods are as follows:</p> <ul style="list-style-type: none"> <li>▪ Telephone interviews</li> <li>▪ Electronic survey questions (short essays on accomplishments)</li> </ul>	<ol style="list-style-type: none"> <li>1) Such advanced screening methods are useful when there is a large group of qualified candidates, or the City is unfamiliar with many of the candidates.</li> <li>2) The screening method would be driven by the organizational/job analyses (Step 1).</li> <li>3) Upon completion the Manager would be ready to identify the finalists (up to 5) to participate in the final assessment process.</li> <li>4) Provides detailed and uniform information to the Manager to enable you to make an informed decision about which candidates proceed in the process.</li> </ol>	Day 50
<p><b>Step 6: Design hiring process</b></p> <ul style="list-style-type: none"> <li>• Develop skill-based exercises, such as budget presentations, simulated meetings, and written assignments.</li> <li>• Administer and evaluate the Emotional Intelligence Inventory</li> </ul>	<ol style="list-style-type: none"> <li>1) The hiring process should be valid (job related) to identify the best candidates.</li> <li>2) The hiring process should provide an opportunity to assess the most critical competencies required for the position including the ability of the candidate to meet the primary challenges facing the City and the position.</li> <li>3) The hiring process should assess Emotional Intelligence (EI) as well as Cognitive Intelligence (IQ) and technical skills.</li> </ol>	By Day 50



STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
<b>Step 7: Recruit assessors</b> to evaluate the candidates (Assessors can be identified and approved by the Manager)	<ol style="list-style-type: none"> <li>1) The types of assessors recruited depend upon the types of exercises the candidates would perform. Assessors might include local government managers and community members.</li> <li>2) Assessors must complete a Statement of Confidentiality. Moreover, no single assessor will know the overall outcome of the process. That information is provided to the Manager only.</li> <li>3) Assessors will be trained on how to apply behavioral-based rating systems when rating candidates.</li> </ol>	By Day 50
<b>Step 8: Conduct selection exercises</b> to evaluate the (up to 5) finalists  Analyze EQI in-depth	<ol style="list-style-type: none"> <li>1) The exercises will be assessed in a reliable, and unbiased manner. It is hallmark of Developmental Associates to ensure assessors provide objective behavioral feedback.</li> <li>2) The candidates will be sent preparatory information and given thorough explanations in advance of the process.</li> <li>3) The exercises should enable the City to assess the strengths and weaknesses of each candidate and to determine those candidates that have the skills to fill the position.</li> </ol>	Days 64-65
<b>Step 9: Facilitate final evaluation process by assisting the Manager in developing final evaluation strategies /interviews:</b> <ul style="list-style-type: none"> <li>▪ Upon request, we can coordinate finalist travel arrangements.</li> <li>▪ If requested, DA can also kickoff the negotiations with the successful candidate</li> </ul>	<ol style="list-style-type: none"> <li>1) Assists the Manager in developing a systematic approach for evaluating the final candidates.</li> <li>2) Provides expertise to the Manager in making your evaluations and hiring decision.</li> <li>3) Developmental Associates can provide certain interview questions to ask candidates as well as clarify rating criteria.</li> </ol>	Day 65
<b>Step 10: Facilitate thorough background investigations</b>	<ol style="list-style-type: none"> <li>1) Both legally and due to the sensitive and highly public nature of the position of Police Chief, we recommend thorough reference checks and background investigation.</li> <li>2) Someone outside the City should conduct the background investigation to ensure confidentiality.</li> <li>3) We would coordinate the investigations and report detailed findings to the City Manager.</li> </ol>	

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	
<p><b>Step 11: Provide executive coaching to the successful candidate</b></p> <ul style="list-style-type: none"> <li>▪ Review the challenges facing the community and organization</li> <li>▪ Analyze the results of the selection process</li> <li>▪ Analyze the findings of the EQi</li> <li>▪ Develop a plan of action</li> <li>▪ Developmental feedback can be provided to internal candidates who are not selected. This includes a review of EQi and skills assessment results</li> </ul>	<ol style="list-style-type: none"> <li>1) The assessment process and the organizational analysis provides rich information suitable for executive coaching.</li> <li>2) The new Police Chief will be facing exciting but formidable new challenges. He/she can benefit from professional guidance in developing a plan of action to meet those challenges successfully.</li> <li>3) Feedback to internal candidates not selected often helps in their personal development and acceptance of the decision. This also paves the way for greater support of the selected candidate by incumbents.</li> </ol>	TBD



## A.1: EMOTIONAL INTELLIGENCE FACTORS\*

### SELF-PERCEPTION REALM

EQ-i Scale	The EI Competency Assessed by the Scale
1. Emotional Self-Awareness	<i>Ability to be aware of and understand one's feelings and their impact</i>
2. Self-Regard	<i>Ability to respect and accept one's strengths and weaknesses</i>
3. Self-Actualization	<i>Ability to improve oneself and pursue meaningful objectives</i>

### SELF-EXPRESSION REALM

EQ-i Scale	The EI Competency Assessed by the Scale
4. Emotional Expression	<i>Ability to express one's feeling verbally and non-verbally</i>
5. Independence	<i>Ability to be self-directed and free of emotional dependency on others</i>
6. Assertiveness	<i>Ability to express feelings, beliefs, and thoughts in a nondestructive way</i>

### INTERPERSONAL REALM

EQ-i Scale	The EI Competency Assessed by the Scale
7. Interpersonal Relationships	<i>Ability to develop and maintain mutually satisfying relationships</i>
8. Empathy	<i>Ability to recognize, understand and appreciate the feelings of others</i>
9. Social Responsibility	<i>Ability to contribute to society, one's social group, and to the welfare of others</i>

### DECISION MAKING REALM

EQ-i Scale	The EI Competency Assessed by the Scale
10. Impulse Control	<i>Ability to resist or delay and impulse, drive, or temptation to act</i>
11. Reality Testing	<i>Ability to remain objective by seeing things as they really are</i>
12. Problem Solving	<i>Ability to solve problems where emotions are involved</i>

### STRESS-MANAGEMENT REALM

EQ-i Scale	The EI Competency Assessed by the Scale
13. Flexibility	<i>Ability to adapt one's feeling, thinking, and behavior to change</i>
14. Stress Tolerance	<i>Ability to effectively cope with stressful or difficult situations</i>
15. Optimism	<i>Ability to remain hopeful and resilient, despite setbacks</i>

EQ-i 2.0, Multi-Health Systems (2011), All Rights Reserved

Adapted from *The EQ Edge*

Steven J. Stein, Ph.D. and Howard E. Book, M.D.

Third Edition (2011)

**B: PROPOSED FEES FOR THIS PROJECT**

<b>BASIC FEE</b>	<b>ADDITIONAL OPTIONS (Including Maximums)</b>
\$23,500	<ul style="list-style-type: none"> <li>• EQi- Analysis @ \$250 per candidate (up to 5)</li> <li>• Coaching and Feedback @ \$250 for the successful candidate</li> </ul>
<b>MAXIMUM TOTAL FEE: \$24,750 does not include the following:</b> <ul style="list-style-type: none"> <li>• Additional work requested by the client but not included in this proposal would be billed at \$250 per hour. For example if the City wants us to conduct public sessions on multiple days.</li> <li>• Full background @ approximately \$3250 per candidate*</li> <li>• Coaching for internal candidates who apply but are not selected @\$250 each</li> <li>• Out of pocket advertising fees</li> <li>• Per diem expenses (see below) for each of our consultants staying overnight in Thomasville</li> </ul>	

**\*This fee would be paid directly to Chief Tom Younce if the client wishes to use his services**

**With our virtual process the client would have no other fees or expenses other than the expenses of bringing the finalists on site for final interviews. IF the City wishes to conduct the job/organizational analysis in person, we would ask for an additional \$300 per day each for Chief Putney and Chief Bazemore to cover their travel, meals, and accommodations.**

Litigation support, expert witness testimony, and depositions would be billed at an hourly rate of \$250.00 per hour unless Developmental Associates is responsible for losing a grievance or legal case. In that event, there would be no charge for litigation support.



## II. OVERVIEW OF FIRM

### C: ORGANIZATION AND STAFFING

**Steve Straus would be the lead consultant on this project.** He would team with Heather Lee, Kerr Putney, Pat Bazemore, and Holly Danford-Bishop.

**Steve Straus, Ph.D.** is President and Founder of North Carolina-based Developmental Associates. He earned his Bachelors' Degree from the Wharton School of Business at the University of Pennsylvania, a Master of Public Administration from the University of North Carolina at Chapel Hill and a Ph.D. from Duke University in Political Science. Dr. Straus is a former Assistant City Manager in Southern Pines. Steve has been a long-time member and frequent presenter with the NC City and County Managers Association. For 26 years he has taught in the Master of Public Administrative Programs at NC State University and UNC Chapel Hill and has served on the faculty at the School of Government at UNC-Chapel Hill. He has published in the leading public sector journals.

**Heather Lee, Ph.D.** is a Partner with North Carolina-based Developmental Associates where she has worked since 2004. Heather earned an M.S. and a Ph.D. from North Carolina State University in Industrial/Organizational Psychology. Dr. Lee earned her undergraduate degree in Psychology with a minor in Social Work at Florida State University. Heather, a Certified Senior Professional in Human Resources (SPHR), is an organizational consultant specializing in the nonprofit, governmental, and educational sectors.

Heather has served as a faculty member and Manager at the NC Center for Women in Public Service as well as for the William Peace University Human Resources degree program. She is a former Vice-President for Human Resources with the NC Easter Seals Society. Heather has consulted extensively with local governments and is the co-designer of and a faculty member in the North Carolina Public Managers Program.

**Kerr Putney** retired as Chief of Police from the Charlotte-Mecklenburg Police Department. He is known for great leadership and innovative approaches to community engagement. Kerr was the second African American CMPD Chief.

**Pat Bazemore** is the first female to head a large municipal police department in North Carolina. She rose up the ranks for the Cary Police Department from the position of officer to Chief.

**Holly Danford-Bishop, Ph.D.** is the Client Services Manager. Holly has worked in various capacities with DA since 2013. As Client Services Manager, Holly works with employers and candidates to make sure their needs are met, questions answered, and excellent customer service is delivered on a consistent basis. She takes the lead in analyzing the qualifications of candidates during the screening processes.

Holly has her BA in Political Science, Master's in Public Administration and Ph.D. in Public Administration, all from NC State University. Holly has worked for almost 20 years in federal, state, and local government capacities. She is a US Air Force veteran and teaches State and local government as an Adjunct Professor at North Carolina State University. Her background is in Public Health and Veterans Affairs.

**CONFLICT OF INTEREST STATEMENT**

**We have no one on our staff who is or ever has been associated with the City of Thomasville.**



## D: QUALIFICATIONS AND EXPERIENCE

### Our Recent Clients

Local governments are quickly recognizing the benefits of the new approach offered by Developmental Associates. During the last three years we have either completed or are in the process of working with the following local governments and universities:

<ul style="list-style-type: none"> <li>• The City of Durham, North Carolina</li> <li>• Wake County, North Carolina</li> <li>• The City of Savannah, Georgia</li> <li>• The City of Williamsburg, Virginia</li> <li>• The City of Danville, Virginia</li> <li>• The City of Suffolk, Virginia</li> <li>• The Town of Blacksburg, Virginia</li> <li>• The City of Statesboro, Georgia</li> <li>• The City of Stonecrest, Georgia</li> <li>• The City of Orangeburg, South Carolina</li> <li>• Southampton County, Virginia</li> <li>• The City of Thomasville, North Carolina</li> <li>• The City of Winston-Salem, North Carolina</li> <li>• The City of Thomasville, North Carolina</li> <li>• The Town of Chapel Hill, North Carolina</li> <li>• The Town of Duck, North Carolina</li> <li>• The Town of Apex, North Carolina</li> <li>• The Town of Matthews, North Carolina</li> <li>• The Town of Garner, North Carolina</li> <li>• Durham County, North Carolina</li> <li>• Sampson County, North Carolina</li> <li>• The Town of Holly Springs</li> <li>• The Town of Wake Forest</li> </ul>	<ul style="list-style-type: none"> <li>• Duke University</li> <li>• NC State University</li> <li>• East Carolina University</li> <li>• The Town of Wrightsville Beach, North Carolina</li> <li>• The Town of Morrisville, North Carolina</li> <li>• The Town of Zebulon, North Carolina</li> <li>• The Town of Waynesville, North Carolina</li> <li>• The University of North Carolina at Chapel Hill</li> <li>• UNC School for the Arts</li> <li>• The Town of Mills River, North Carolina</li> <li>• The City of Asheboro, North Carolina</li> <li>• The City of Isle of Palms, South Carolina</li> <li>• The City of Sanford, North Carolina</li> <li>• Cleveland County, North Carolina</li> <li>• Transylvania County, North Carolina</li> <li>• Cumberland County, North Carolina</li> <li>• The City of Wilson, North Carolina</li> <li>• The Town of Stallings, North Carolina</li> <li>• The University of North Carolina – Pembroke</li> <li>• UNC Charlotte</li> <li>• The City of Statesville, NC</li> </ul>
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## E: A NEW APPROACH TO EXECUTIVE ASSESSMENT: TALENT IDENTIFICATION AND ASSESSMENT

### Section II.B: A New Approach to Executive Assessment – Talent Identification and Assessment

These and many other clients are recognizing that Developmental Associates has developed a new, more thorough, accurate, and comprehensive model for executive processes – which we



call Talent Identification and Assessment. The old “Search Model” makes four outdated assumptions.

Outdated Search Model	Limitation	DA Talent Identification & Assessment Solution
<b>Recruitment Methods:</b> Assumes that the search firm is in close contact with top candidates nationally that will only apply for the position if contacted by the firm.	This model fails to take into account the use of modern technology to recruit.  <b>Large national firms also tout their staff connections throughout the country claiming their consultants will share prospective candidates with one another – rather than competing with one another.</b>	Developmental Associates uses multiple recruitment methods including targeting individuals, placing ads in leading professional websites and journals, relying extensively on social media, and connecting with our national network through NEOGOV – the leading public sector technology solution for recruitment and selection in the United States. Moreover, as a “boutique” firm our consultants all work together on each project.
<b>Candidate Screening</b> Other search firms often posture that they know how candidates are actually performing in their current position	<b>That is a myth.</b> Knowing a candidate, even befriending a candidate, does not mean that the search firm can actually assess that candidate’s performance in day-to-day activities. The search firm does not directly observe critical competencies, such how effectively the candidate deals with staff, plans, organizes, or deals with conflicts.	Developmental Associates uses an extensive, multi-method screening approach that provides you with a sounder understanding of the skills and competencies of each candidate. Because this process is standardized it enables fair comparisons across candidates.
<b>Candidate Assessment:</b> Presumes that candidates can be evaluated comprehensively through interviews.	<b>Interviews are a necessary component of any selection process, but they are insufficient to assess overall executive competencies.</b> Interviews when properly constructed and conducted, at best, can only directly determine how well the candidate can communicate, his/her knowledge, and judgment. The interview is too limited to assess other essential management and leadership skills, such as writing, developing budgets, problem solving, dealing with staff, managing projects, and so on. <b>All that can be learned from the interview about these essential skills is what the candidates say they do.</b>	We provide intensive assessment of candidate skills that other firms do not offer <i>before</i> the board begins its interview process. This skill-assessment process enables you to directly observe the skills of candidates performing a variety of executive skills, such as managing staff, budgeting, dealing with the media, making presentations, facilitating staff meetings, and so on.



<p>Statement of the Problem</p>	<p>Statement of the Problem</p>	<p>Statement of the Problem</p>
<p>The problem is that the organization is not able to attract and retain the best talent. This is due to a number of factors, including a lack of clear career progression, low employee engagement, and a poor work-life balance. The organization needs to address these issues to remain competitive in the market.</p>	<p>The problem is that the organization is not able to attract and retain the best talent. This is due to a number of factors, including a lack of clear career progression, low employee engagement, and a poor work-life balance. The organization needs to address these issues to remain competitive in the market.</p>	<p>The problem is that the organization is not able to attract and retain the best talent. This is due to a number of factors, including a lack of clear career progression, low employee engagement, and a poor work-life balance. The organization needs to address these issues to remain competitive in the market.</p>
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<p>The problem is that the organization is not able to attract and retain the best talent. This is due to a number of factors, including a lack of clear career progression, low employee engagement, and a poor work-life balance. The organization needs to address these issues to remain competitive in the market.</p>	<p>The problem is that the organization is not able to attract and retain the best talent. This is due to a number of factors, including a lack of clear career progression, low employee engagement, and a poor work-life balance. The organization needs to address these issues to remain competitive in the market.</p>	<p>The problem is that the organization is not able to attract and retain the best talent. This is due to a number of factors, including a lack of clear career progression, low employee engagement, and a poor work-life balance. The organization needs to address these issues to remain competitive in the market.</p>

## F: REFERENCES

<p><b>Town of Chapel Hill</b>  Town Manager Maurice Jones  (919) 968-2743  <a href="mailto:mjones@townofchapelhill.org">mjones@townofchapelhill.org</a>  Also feel free to contact Mayor Pam Hemminger or any one of the Town Council members.  Mayor Hemminger's phone is:  (919) 968-2714  <i>DA has helped the Town hire several department head positions and also with succession planning. We recently work with the Town to hire Maurice Jones as Manager. We just completed a process in which we helped the Town Council hire a new Town Attorney.</i></p>	<p><b>Durham County</b>  County Manager Kim Sowell  (919) 560-000  <a href="mailto:ksowell@dconc.gov">ksowell@dconc.gov</a>  Also feel free to contact any of the Commissioners such as Chair Howerton whose phone is (919) 560-0026.  <i>We helped the County hire several staff including, most recently, the County Manager.</i></p>
<p><b>Wake County</b>  County Manager David Ellis  <a href="mailto:David.Ellis@wakegov.com">David.Ellis@wakegov.com</a>  (919) 856-6160  <i>We worked with Mr. Ellis over the last twelve months to hire two Deputy Managers – the Chief Community Vitality Officer and the Chief Innovation and Information Officer as well as the Human Services Director.</i></p>	<p><b>Town of Apex</b>  Manager Katy Crosby  (919) 249-3400  <a href="mailto:catherine.crosby@apexnc.org">catherine.crosby@apexnc.org</a>  <i>In 2021 we worked with the Town to hire Ms. Crosby as Town Manager as well as the Chief of Police. Both are the first African Americans to hold those positions in Apex. We have also helped hire the Assistant Town Manager, Dei Director, Water Resources Director, Deputy Police Chief, and Assistant Fire Chief.</i></p>
<p><b>City of Savannah</b>  Mayor Van Johnson  <a href="mailto:MayorJohnson@savannahga.gov">MayorJohnson@savannahga.gov</a>  (912) 651-6444  HR Director Jeff Grant  (912) 541-3218  <a href="mailto:jgrant01@savannahga.gov">jgrant01@savannahga.gov</a>  <i>We have partnered with the City of Savannah to hire their new City Manager. We also assessed candidates for Chief of Police, and helped hire its IT Director, Fire Chief, Assistant Chiefs of Police (2) and Assistant Fire Chief.</i></p>	<p><b>City of Danville, Virginia</b>  Manager Ken Larking  <a href="mailto:klarking@danvilleva.gov">klarking@danvilleva.gov</a>  (434) 799-5100  <i>DA worked with Mr. Larking to hire a Chief of Police in 2017 and a Fire Chief in 2019. We are currently working with Danville to hire an Economic Development Director, a Transit Director and a Planning Director.</i></p>



<p><b>City of Thomasville</b>  Assistant Manager Chris Wilson  (336) 373-2002  <a href="mailto:christian.wilson@Thomasville-nc.gov">christian.wilson@Thomasville-nc.gov</a>  <i>DA has assisted in Thomasville in hiring several assistant managers, department directors and higher-level staff. We helped hire David Parrish as an Assistant and the Council valued his work enough to appoint him as Manager about three years ago.</i></p>	<p><b>City of Thomasville</b>  Manager Doug Hewitt  <a href="mailto:dhewett@ci.fay.nc.us">dhewett@ci.fay.nc.us</a>  (910) 309-0284  <i>DA assisted Thomasville in hiring its Police Chief, Director of Engineering and Infrastructure, and a Human Relations Director. This year we helped them hire an Assistant City Manager and Economic and Community Development Director</i></p>
<p><b>City of Winston Salem</b>  Manager Lee Garrity  (336)747-7380  <a href="mailto:leeg@cityofws.org">leeg@cityofws.org</a>  <i>DA assisted Winston Salem in hiring its Chiefs of Police and Fire. We have also worked with them to hire several other department directors. This year we have assisted the City in hiring two Assistant City Managers.</i></p>	<p><b>City of Reidsville</b>  Mayor Jay Donnecker  (336) 342-5093  <a href="mailto:jay.donecker@gmail.com">jay.donecker@gmail.com</a>  <i>DA has worked with the City to hire two City Managers as well as several department directors. We are currently working with Reidsville to hire a Chief of Police.</i></p>
<p><b>Town of Garner</b>  City Manager Rodney Dickerson  (919) 218-3764  <a href="mailto:rdickerson@garnernc.gov">rdickerson@garnernc.gov</a>  <i>Feel free to contact any of the Town Council. The Town contracted with DA to hire its Town Manager. We have also helped them hire the Police Chief, Assistant Manager, and Economic Development Director.</i></p>	<p><b>City of Williamsburg, Virginia</b>  Manager Andrew Trivette  <a href="mailto:atrivette@williamsburgva.gov">atrivette@williamsburgva.gov</a>  (757) 220-6100  Mayor Paul Freiling  <a href="mailto:pfreiling@williamsburgva.gov">pfreiling@williamsburgva.gov</a>  (757) 220-6101  <i>DA partnered with Williamsburg to hire a Manager in 2018 and a Police Chief in 2017.</i></p>
<p><b>City of Concord</b>  Manager Lloyd Payne  <a href="mailto:paynel@concordnc.gov">paynel@concordnc.gov</a>  (740) 920-5215  <i>DA worked with the City of Concord to hire Mr. Payne in 2018.</i></p>	<p><b>City of Durham</b>  Retired City Manager Tom Bonfield  <a href="mailto:tjbonfield@gmail.com">tjbonfield@gmail.com</a>  (919) 323-9437  <i>DA assisted Tom in hiring a Deputy Manager and Assistant Directors in Parks and Recreation. We have also helped Durham hire outstanding Police and Fire Chiefs and other department directors. We also worked with the City Council this year to select their new Manager, Wanda Page.</i></p>
<p><b>Town of Morrisville</b>  Manager Martha Paige  (919) 463-6150  <a href="mailto:mpaige@townofmorrisville.org">mpaige@townofmorrisville.org</a>  <i>DA worked with a split Council to arrive at an enthusiastic and unanimous decision to hire its City Manager – Martha Paige in 2014. We have recently assisted Morrisville in hiring a</i></p>	<p><b>Town of Southern Pines</b>  Manager Reagan Parsons  (910) 692-7021  <a href="mailto:Parsons@southernpines.net">Parsons@southernpines.net</a>  <i>We have worked with Reagan to hire a number of department directors and assistant managers.</i></p>



<i>Finance Director, Chief of Police, and Fire Chief</i>	
<b>Cleveland County</b> Manager Brian Epley <a href="mailto:brian.epley@clevelandcounty.com">brian.epley@clevelandcounty.com</a> (704) 484-4800 <i>DA partnered with Cleveland County to hire its Emergency Services Manager, Social Services Director and Health Director.</i>	<b>City of Statesboro, Georgia</b> Mayor Johnathan McCollar <a href="mailto:jonathan.mccollar@statesboroga.gov">jonathan.mccollar@statesboroga.gov</a> (912) 764-5468 <i>DA worked with the City of Statesboro to hire a Chief of Police in 2016 and to hire a City Manager in 2019. We also helped the City hire a Human Resources Director in 2019.</i>

## I. OUR RECENT PUBLIC SAFETY CLIENTS

### Local Governments

- The City of Winston Salem (both Police [2] and Fire Chief)
- The City of Thomasville (Police Chief [2] and Fire Chief)
- The City of Burlington (Police Chief)
- The City of Thomasville (Police Chief [2] and Fire Chief)
- The Town of Southern Pines (Police Chief)
- The City of Wilson (Police Chief and Fire Chief)
- The City of Reidsville (Police Chief)
- The City of Hendersonville (Police Chief and Fire Chief)
- The City of Spartanburg (SC) (Police Chief)
- The Town of Chapel Hill (Police Chief and Fire Chief)
- The City of Kinston (Police Chief and Fire Chief)
- The City of Durham (Police Chief [2] and Fire Chief)
- The Town of Morrisville (both Police and Fire Chief)
- The Town of Matthews (Fire Chief and Police Chief)
- The City of Asheboro (Fire Chief)
- The City of Statesboro, Georgia (Police Chief)
- The City of Williamsburg, Virginia (Police Chief)
- The City of Newport News, Virginia (Police Chief)
- The City of Danville, Virginia (Police Chief and Fire Chief)
- The City of Savannah, Georgia (Police and Fire Chief)
- The City of Waynesville (Chief of Police)
- The Town of Forest City (Police Chief)
- Town of Pineville (Chief of Police)
- The Town of Stallings (Chief of Police)
- Town of Zebulon (Chief of Police)
- Town of Garner (Chief of Police [3])
- The City of Cape Coral, Florida (Chief of Police)
- The Town of Morehead City (Chief of Police)
- The City of Statesville (Police Chief and fire Chief)
- The Town of Apex (Chief of Police – Fire Chief in process)



**Universities (all Police Chiefs)**

- NC State University (2)
- UNC Asheville (2)
- East Carolina University
- UNC Chapel Hill (2)
- UNC School of the Arts
- UNC Pembroke (AVC for Public Safety)
- Thomasville State University (3)
- Elizabeth City State University
- Guilford Technical Community College (2)
- Elon University
- NC A&T State University (2)

**Promotional processes**

During this time, we have also run promotional processes for the following public safety agencies:

- City of Greenville Police Department
- Charlotte Mecklenburg Police Department
- Town of Apex Police Department
- City of Wilmington Police Department
- The City of Burlington Police Department
- City of Thomasville Police Department
- The Winston Salem Fire Department
- City of Raleigh Fire Department
- The Town of Southern Pines Police Department
- UNC Chapel Hill Police Department
- NC State University Police Department
- The Town of Matthews Police Department
- Town of Zebulon Police Department
- Duke University Police Department
- City of Asheboro Police Department
- UNC Asheville Police Department
- UNC Wilmington Police Department
- City of Savannah Police Department
- City of Durham Police Department
- East Carolina University Police Department
- UNC School of the Arts Police Department
- The City of Salisbury Fire Department

**Proposed Policy Amendment****(Revised January of 2023)****Amendment to Article XI. Travel and Transportation Expenses****Proposed New Section:****Section 7. Vehicle Allowances for Certain Employees**

Generally, reimbursement for the use of an employee's private auto is limited to travel incurred in the general area. City Council established a vehicle allowance for the role of Assistant City Manager in the amount of \$300 monthly to compensate for the use of a personal automobile for public purposes. This exclusive benefit shall cover all travel inside Davidson County, including any adjacent county to Davidson. When traveling outside of the adjacent counties, reimbursement for use of the employee's personal auto is allowable at the prevailing rate allowed by the Internal Revenue Service for business mileage.

The private vehicle allowance amount for the Assistant City Manager may be reviewed periodically and will be determined upon approval by the City Council. Vehicle allowances will be treated as income by the Internal Revenue Service (IRS) and will be reported on the employee's W-2 form accordingly.