

**City of Marion**  
**Action Plan/Department Goals and Objectives**  
**Fiscal Year 2015-16**

**Objective**

Goals and objectives are necessary to manage and monitor the resources of the City of Marion. Without an Action Plan that reflects the collective desire of the City Council, the City Manager is unable to provide clear guidance for the direction of department heads and the City as a whole.

The major theme of this work plan is to improve the quality of life in the City of Marion and to provide improved, cost-effective services to property owners, residents, and business owners within the City. The Action Plan which follows summarizes the recommendations of the City Manager to implement this theme. The Action Plan contains four broad areas, finances, management, planning, and operations.

The Action Plan does not attempt to forecast every task or project to be undertaken by the City of Marion in the 2015-16 Fiscal Year. It does, however, provide a general direction, and sets priorities for the City for the upcoming year. The Action Plan should be viewed as a recommendation to the City Council about the City Manager's expectations for what the City can accomplish.

**The Action Plan**

**Administration**

1. Complete annual update of City Code with American Legal Publishing.
2. Upgrade, maintain and constantly update City website. Explore opportunities for greater use of and improvements to City Government Access Channel, if feasible and cost effective.
3. Provide publicity about City services, events and news, through public hearing notices, advertisements, and news releases about meetings, public hearings, and other noteworthy happenings.
  - a. Send news releases to media and post on City website.
  - b. Continue monthly "City Page" in McDowell News, through Marion Business Association.
  - c. Continue to send public hearing notices to media as required by law.
  - d. Use paid advertisements only as necessary and in the most cost effective manner possible to advise public of holiday schedules and other important events.
  - e. Continue use of color coded emergency alert status on City website.

4. Seek greater coordination and cooperation with outside agencies.
  - a. Continue to work with Marion Business Association (MBA), McDowell Economic Development Association (MEDA) and McDowell Chamber of Commerce to recruit and retain businesses and to improve the City's economic development effort.
  - b. Work with County to provide improved communication and cooperation.
  - c. Seek regular updates of activities from organizations City supports, such as MBA, MEDA, etc.
  - d. Work on joint projects, as approved with County, School System and other outside agencies.
5. Seek opportunities for joint marketing, in conjunction with Marion Business Association, McDowell County, McDowell Economic Development Association, McDowell Tourism Development Authority, McDowell Chamber of Commerce and other agencies, as authorized by City Council. Seek to continue implementation of jointly funded web portal for Marion and McDowell County.
6. Continue to evaluate overall City operations, procedures, and staffing and recommend improvements.
7. Continue to hold quarterly, productive Planning Sessions for City Council, as directed.
8. Continue use of performance measures and objectives by department and by function, to assist with the evaluation of department heads and City services. Analyze trends in performance measures as needed.
9. Maintain adequate fund balance (at least 50 percent of General Fund expenditures, if possible, and as high as possible in the Water and Sewer Fund) to allow for unexpected future needs.
10. Implement cost reduction strategies for City government.
11. Explore future revenue opportunities and expenditure cuts to bring about long term stability of City budget.
12. Stress training and staff development in all departments.
13. Seek grant opportunities in all departments.
14. Continue work on movie theater recruitment study, in conjunction with identified developer, Marion Business Association, McDowell County, McDowell Economic Development Association, McDowell Tourism Development Authority and McDowell Chamber of Commerce. If current developer does not proceed with project, seek another developer.
15. Continue to implement Certified Retirement Community marketing and promotional efforts.

16. Continue to hold downtown and community events, including Mountain Glory Festival, Christmas Parade, July 4<sup>th</sup> Celebration, Livermush Festival, summer concerts and other events, through the Marion Business Association.
17. Continue to serve on the McDowell House Committee and assist with events and planning for future McDowell House renovation.
18. Explore with Marion Business Association and City Council opportunities for additional downtown incentives and possible downtown appearance standards.

## **Finance**

1. Maintain a property tax collection percentage of at least 98 percent.
  - a. Tax Collector to work with County to obtain information needed to bill 2015 Property Taxes no later than August 15, 2015.
  - b. Send out second notices by mid-November.
  - c. Send out tax advertisement notice letters by the end of March.
  - d. Continue to use attachment/garnishment program for collection of unpaid taxes.
  - e. Continue to work with taxpayers on payment options to avoid taking enforcement actions. If taxpayers do not set up payments or default on payments, then continue to work with contracted attorney on enforcement remedies, including foreclosures, for unpaid taxes.
  - f. Continue to utilize the North Carolina Debt Setoff Program for collection of unpaid taxes, utility bills and parking tickets.
  - g. Finance Director and Accountant to continue work to improve monthly reports and reconciliation procedures.
  - h. Tax Collector to attend Western Piedmont Tax Association Annual Meeting and other courses as available to learn of possible updates or trends.
2. Finance Director to attend schools, conferences and continuing education classes as budget permits.
  - a. Attend retirement, personnel and insurance meetings, when possible, for updated information to benefit the City.
  - b. Attend ABC Board meetings, ABC Commission regional meetings and other courses for training and information necessary to serve as Finance Officer for the ABC Board and to provide assistance in maintaining financial stability for the ABC system.

- c. Attend School of Government (SOG), North Carolina Government Finance Officers Association and North Carolina Association of Certified Public Accountants classes and conferences when available, budget permits and schedule does not conflict with needed work duties.
  - d. Consult as needed with SOG, Local Government Commission (LGC) and auditors on financial and legal matters.
  - e. Consult as needed with grantors and engineers as needed on capital project grants administration.
3. Assist in finding qualified candidate to fill Finance Director position upon retirement of current Finance Director.
4. Implement improvements in the Finance Department.
- a. Continue improving efficiencies in accounting department and maintain strong internal controls, implementing any suggestions made by auditors.
  - b. Continue to develop efficiencies in processing ABC system accounts payable, payroll, financial reporting and budgeting.
  - c. Continue to train Accountant in financial statement preparation in order for her to become proficient in preparing monthly financial statements for the ABC Board.
  - d. Continue to train Accountant in governmental procedures. Send her to advanced governmental accounting courses at SOG when available and budget permits.
  - e. Continue to cross-train Personnel Technician in accounts payable and Accountant in payroll to serve as back-up for one another during absences.
  - f. Continue to update fixed assets on a monthly basis for acquisitions and disposals. Identify unused assets for possible sale on GovDeals, an on-line auction service. Report asset disposals to City Manager annually.
  - g. Continue to train non-water department employees on cash receipts collections to serve as back-up during absences.
  - h. Administrative Support Specialist to continue training on how to do additional water and sewer processes, such as new accounts, work orders, etc. in order to fill in during absences.
  - i. Head billing/collections clerk to continue training the other billing/collections clerk in all details of water/sewer readings, billings and collections in order to fill in during head billings/collections clerk absence.

- j. Billing/collections clerks to continue to work with meter readers in transitioning to new Automated Meter Reading system.
  - k. Continue to attempt to reduce paper used and filing space needed by saving Accounts Payable, Cash Receipts, Inventory and Accounts Receivable postings electronically.
5. Seek to maximize City investment income and monitor expenditures and revenue collections.
- a. Continue to monitor investments to best utilize available cash for investing.
  - b. Keep in contact with financial institutions to seek highest investment rates.
  - c. Inform City Manager weekly of financial matters, oversee weekly cash report prepared by Accounting Assistant, provide monthly revenue and expenditure reports for the City and the ABC Board and inform of any deviations from budgeted revenue amounts.
  - d. Continue to prepare and recommend Budget Ordinance Amendments as needed to reflect unexpected changes in revenues or expenditures.
  - e. Seek favorable interest rates from financial institutions for financing of capital outlay items when necessary.
  - f. Meet with Department Heads and City Manager regularly to monitor and control expenditures. Provide budget to actual reports to Department Heads and City Manager on a monthly basis.
6. Continue to evaluate the adequacy and competitiveness of fees, in relation to service costs and fees of surrounding jurisdictions. Review fee schedule at least annually and recommend adjustments as necessary.

### **Personnel**

1. Implement improvements in the Personnel Department.
- a. Continue to cross-train Accountant in payroll procedures to serve as back-up during absences.
  - b. Schedule relevant training through the Employee Assistance Program for supervisory and non-supervisory employees.
  - c. Schedule Personnel Technician to attend Public Employment Law updates offered through the SOG and NCLM when available.
  - d. Continue working with Personnel Technician to improve Wellness Program.

- e. Revise sections of the Personnel Policy manual as necessary to comply with NCDOL and other relevant regulations.
2. Implement payroll efficiency improvements.
    - a. Encourage greater use of direct deposit for payroll by employees, to improve efficiency of payroll process.
    - b. Continue to develop efficiencies in processing the City's and ABC systems payroll.

### **Purchasing**

1. Continue efforts in keeping costs down by aggressively monitoring prices, stocking only essential items and encouraging employees to use items in stock.
2. Review distribution records to identify any obsolete or no longer used items and possibly dispose of such items via GovDeals.
3. Continue efforts to maintain knowledgeable and well-trained staff.
  - a. Purchasing Agent to continue to cross train Inventory Specialist in processing purchase orders and invoices and Purchasing Agent to stay knowledgeable in Inventory Control to fill in during absences. Continue training Inventory Specialist in bidding laws and procedures as part of succession planning and allow her to attend the School of Government's annual Construction Contracting course required for CLGPO Certification, classes to be offered in the fall of 2015.
  - b. Consult with SOG when necessary to determine proper purchasing procedures.
  - c. Attend local SOG sponsored training and, if budget permits, Purchasing Agent and/or Inventory Specialist to attend CAGP 2016 Spring Conference.
4. Continue use of budget control procedures to insure that funds are spent in accordance with adopted budget and in a manner that does not negatively impact the City's cash flow.
  - a. Monitor line items regularly to ensure proper spending of appropriations. Report problems and provide recommendations to the Finance Director.
  - b. Continue following the current purchasing procedures for each department.
5. Continue to analyze data obtained from the RF fuel monitors, installed with the Smart Grid Program Grant, to determine the daily, weekly and monthly average fuel consumption and identify the minimum days of supply to be identified as a reserve for use during a fuel supply disruption.
6. Replace gas/diesel pumps as budgeted in the 2015-2016 budget.

## **Information Technology**

1. Continue efforts by Technology Systems Administrator to:
  - a. Coordinate installation and implementation of fiber internet services to serve the Police Department, Downtown Wi-Fi network and the Community Building.
  - b. Purchase and install second Web-cam on Main Street.
  - c. Install budgeted server, routers and other equipment with the least disruption to day to day operations as possible.
  - d. Compile a computer/electronic equipment replacement plan to assist departments in budgeting needed upgrades.
  - e. Implement installation and update of computer anti-virus programs to ensure every City computer is adequately covered by updated anti-virus software.
  - f. Draft a computer/internet use policy to incorporate into the City's personnel policies.
  - g. Provide day to day technology assistance, troubleshooting, repairs as needed to keep City computers working at their optimal potential.

## **Planning and Development Services**

1. Update GIS system with new ArcServer software and develop GIS information to deploy online.
2. Receive additional training in GIS as necessary with upgrade to the ArcServer.
3. Continue to work with interagency GIS workgroup between City of Marion Planning Department, Marion Police Department, McDowell County Mapping and Tax Departments, McDowell County Emergency Management to improve GIS services countywide.
4. Update department information on City website and City Government Access Channel as necessary to provide access to departmental services and contact information, application forms, published studies, text amendments, zoning maps, published notices and other relevant material.
5. Code Enforcement Officer to work with Public Works Department Sanitation Division to abate nuisance violations within the City including, but not limited to, tall grass and weeds, junk vehicles, trash and debris.
6. Code Enforcement Officer to receive continuing education through N.C. Certified Zoning Officials Association NCAZO, NCAPA, and/or other training opportunities.
7. Zoning Administrator to notify property owners of annual off-premises sign permit renewal.

8. Zoning Administrator work toward receiving Level I certification in electrical and building inspections.
9. Work with Planning Board on comprehensive improvements to the Zoning Ordinance, updating and expanding uses in appropriate districts, and other needed revisions and applicant requests that carry forward the goals and objectives of the Comprehensive Land Use Plan.
10. Planning and Development Services Director to assist public with requests for special exceptions, ordinance amendments, subdivision plat approvals, rezonings, and road abandonment requests.
11. Continue to work with the Planning Board/Board of Adjustment/Historic Preservation Commission on development requests as well as additional training.
12. Planning and Development Services Director to attend NCAPA/APA conference and other training seminars.
13. Continue to write and manage grant programs and projects including, but not limited to, Community Building Park upgrades (PARTF/Kate B. Reynolds grants), Peavine Rail Trail, Comprehensive Bicycle Plan, and Watch For Me NC.
14. Building Codes Inspector to maintain certifications by continuing to participate in continuing education courses and to work toward obtaining Level 2 certifications in building, plumbing, mechanical and electrical inspections.
15. Building Codes Inspector to cross train Zoning Administrator to assume back-up inspection duties.
16. Building Codes Inspector to identify and conduct inspections of unsafe or dilapidated structures.
17. Building Codes Inspector to seek voluntary compliance and clearance of dilapidated structures by property owners.
18. Building Codes Inspector to continue to monitor buildings identified on the City priority list to get the owners to rehabilitate, repair or remove the buildings.
  - a. Building Codes Inspector to keep Planning and Development Services Director informed of progress and recommend further action by the City.
  - b. Planning and Development Services Director to make recommendation to City Manager and City Council to condemn unsafe or dilapidated structures and have such structures burned or demolished, or have demolished or repaired by property owners.

- c. As authorized, Building Codes Inspector to notify property owners of unsafe or dilapidated structures, hold public hearings to determine action necessary to correct unsafe conditions and public safety, and issue orders to property owners requiring corrective action, and record such documents with the McDowell County Register of Deeds.
19. Building Codes Inspector to monitor City on frequent basis to make sure permits are obtained for work within the City, as required by law.
20. Building Codes Inspector to attend NCBIA conference and other training seminars.
21. Building Codes Inspector to receive training in floodplain management through the North Carolina Division of Emergency Management.
22. Planning and Development Services Director to undertake annexation procedures in accordance with State law, as needed, in order to provide urban services to fringe areas, and to spread costs for urban services throughout the entire urban community.
  - a. Implement annexation proceedings, as authorized by Council, for any selected area and work with all departments to ensure that City services are extended to annexed areas on effective date of annexations.
  - b. Complete studies of areas adjacent to City, especially those served with water and sewer, to determine if areas will qualify for annexation, and will be economically feasible for City.
  - c. Once study is complete, provide to City Manager for presentation to City Council.
  - d. Continue to encourage and require annexation petitions prior to receipt of sewer service, or water service if both water and sewer are available.
  - e. Work to encourage voluntary annexation of areas adjacent to City, where advantageous for the City.
23. Planning and Development Services Director to monitor grant projects, as assigned or directed, in conjunction with outside agencies and/or consultants.
24. Planning and Development Services Director to serve as City representative to the McDowell Health Coalition and serve as the Chair of the Physical Activity Committee.

## **Fire**

1. Report fire alarm and structure fire reports to N.C. Department of Insurance inspector to complete final requirements for Marion Area Fire District re-rating.
2. Seek to enhance fire education and prevention programs.

- a. Continue to provide fire education programs to school and community groups.
  - b. Continue to establish an ongoing program to inspect all commercial buildings in the City on a three year rotating basis.
  - c. Start staff training to get additional paid staff to Level I Fire Inspector certification.
3. Seek to enhance training of department personnel and maintain adequate staffing levels.
- a. Interview and hire full-time fire engineer to replace vacant position.
  - b. Interview and hire additional part-time staff to bring available staff to 6-8 personnel.
  - c. Seek and develop training opportunities for full-time staff and volunteers.
  - d. Seek to keep number of volunteers around 28.
4. Continue to seek grant funding for major capital purchases.
- a. Apply for 2016 Aid to Firefighters Grant program to replace turnout gear and to replace SCBA bottles scheduled to go out of service.
5. Keep City Manager informed on the needs for major capital purchases well in advance of need date.
6. Fire Chief, Assistant Fire Chief and/or Fire Inspector to work with Building Inspector/Code Enforcement Officer to assist with dilapidated housing program as needed or requested.
- a. Monitor city periodically for unsafe or dilapidated structures.
7. Coordinate City safety program.
- a. Continue to coordinate Safety Committee meetings and to review and record accidents.
  - b. Monitor City compliance with OSHA regulations.
  - c. Implement needed safety improvements with the help of department heads as those needs are discovered.
  - d. Attend OSHA compliance and safety seminars to improve knowledge of OSHA procedures, rules and regulations.

- e. Work with the North Carolina League of Municipalities loss safety personnel to reduce the City's Worker's Compensation loss ratio.
8. Continue to work with the rural fire departments to build good relationships and maintain a strong mutual aid system.
- a. Participate in the McDowell County Fire Commission.
  - b. Maintain departmental representation on the McDowell County Fireman's Association.
  - c. Communicate to other fire departments issues involving City policies or projects, as needed or requested.
9. Ensure that first responders are adequately trained and certified.
10. Fire Inspector to serve as fill-in for Building Inspector as needed.

### **Police**

1. Partner with the community to reduce crime and strengthen relationships.
- a. Work with the Chamber of Commerce to establish an email list for businesses.
  - b. Embrace the Hispanic Community for educational training related to recent crime trends impacting this community.
  - c. Evaluate the mobile application Next Door to help with neighborhood community watch groups.
  - d. Work with local bank branches on robbery response, fraud, and other crimes.
  - e. Begin a monthly radio spot with WBRM on crime trends within Marion and McDowell County.
  - f. Begin a Citizens Police Academy in Fall of 2015.
2. Reduce the amount of juvenile crime in the City Limits of Marion.
- a. Educate school staff and parents on the causes and prevention of juvenile crime.
  - b. Implement school based Crime Stoppers program at East McDowell Middle School.
  - c. Implement School Resource Officer interaction as part of the YMCA summer camp.
  - d. Evaluate the need to begin teaching DARE at the Middle School level.

3. Purchase and begin utilizing the new crime mapping software package ESRI.
  - a. Continue Monthly Crime Stat meetings involving Lieutenants to evaluate any crime trends.
  - b. Fully implement quarterly meetings with all Sergeants to evaluate crime trends.
  - c. Inspect and audit local gold buyers to ensure they are following state guidelines with reporting.
  - d. Begin to build a data base of photographs of both misdemeanor and felony offenders to help identify repeat offenders.
  
4. Continue aggressive enforcement regarding narcotics and prescription pills.
  - a. Evaluate efficiency of the Drug Task Force with regards to cases stemming inside the City of Marion.
  - b. Implement Narcotics Tip Sheet for information exchange between officers and investigators.
  - c. Conduct in-house training with Marion police officers on street level drug trends and enforcement.
  - d. Implement Naloxone program for officers through Project Lazarus.
  - e. Continue participating in meetings with McDowell County Health Coalition and Substance Abuse Workgroup.
  - f. Conduct Public Service Announcements regarding permanent drop box at the Marion Police Department.
  
5. Reduce the number of motor vehicle crashes.
  - a. Educate the motoring public regarding the five high crash locations in the City.
  - b. Conduct aggressive enforcement related to seat belts and speeding.
  - c. Conduct at least four large multi-agency impaired driving checking stations.
  - d. Work with NCDOT to identify any roadway features that could contribute to high crash numbers in the City.
  
6. Improve officer efficiency by evaluating technology and equipment needs.
  - a. Implement electronic crash reporting through NCDMV.

- b. Purchase and implement Power DMS software for the policy manual.
  - c. Implement the newly purchased Quartermaster program for officer training records and equipment logs.
  - d. Purchase consistent duty gear for all uniformed officers.
  - e. Implement at least one less lethal option for Investigators.
  - f. Continue to work with the City Information Technology Administrator to improve Police Department's connectivity issues, with a goal of transitioning to fiber internet service.
7. Analyze the training needs within the department.
- a. Conduct in-house training on Basic Crime Scene Response and Responsibilities for patrol officers.
  - b. Implement full review of the department Field Training Program to include FTO Manual.
  - c. Establish Departmental Training Committee as required by policy.
  - d. Conduct Shoot Don't Shoot training for all officers at the department.
  - e. Conduct yearly driver's training to include: classroom, practical exercise, and stop stick training.
8. Continue to educate the public and enforce the City Ordinances through the Ordinance Enforcement Officer.
- a. Consider sworn status for the Ordinance Enforcement Officer position.
  - b. Educate the public on City ordinances through the department's Facebook page, twitter account, and website.
  - c. Improve Ordinance Enforcement Officer efficiency by adding a Mobile Data Terminal (MDT) to the assigned vehicle.
  - d. Continue to monitor downtown parking on a consistent basis.
  - e. Complete community relations training to include Crime Prevention Through Environmental Design (CPTED).
  - f. Respond to all animal complaints and pick up loose animals.

9. Continue partnership with the McDowell County Communications Director and Center to work to improve operations.
  - a. Continue to hold and participate in monthly advisory board meetings.
  - b. Purchase VIPER radios and console on newly acquired Governor's Crime Commission Grant.
  - c. Ensure that calls for service are answered and processed according to state guidelines established for 911 call centers.
10. Implement a building security plan for Marion Police Department.
  - a. Evaluate the cost of locking the lobby area after business hours and on weekends.
  - b. Purchase electronic system for controlled access to the lobby after business hours.
  - c. Implement sign in sheets and visitor badges for visitors to the building.
  - d. Evaluate the need for limited background checks for individuals doing extended maintenance construction projects.
11. Examine current hiring and retention practices within the department to include a focus on diversity.
  - a. Attempt to recruit at least one African American officer and one female officer during 2016.
  - b. Work with the Training Coordinator on recruiting outreach in the community and at the college level.
  - c. Continue to work on officer salary and benefits to keep Marion Police Department competitive.
  - d. Establish a mentor program for officers with the Department Chaplain.
12. Continue to locate and secure additional grant funding for the coming year, including applying for COPS grant to help with funding of sworn staff and grants to purchase needed equipment.

### **Public Works Administration**

1. Provide technical advice and assistance to the City Manager regarding the improvement of City owned properties, streets, and utilities, as requested.
2. Manage, from the planning phase to completion, projects that have been designated as priorities by the City Manager. To date, the list of projects to be completed during Fiscal Year 2015 - 2016 includes:

- Mt. Ida Roadbed: Complete the construction of the roadbed, which was started in fiscal year 2014-2015.
  - Sewer Line Extension to Valley Street.
  - Replacement of 60” culvert on Holly Hill Dive
  - Wastewater Inflow and Infiltration Evaluation and repairs
  - Automated Water Meter Replacement Project: Complete the project, which was started in fiscal year 2014-2015.
  - Patching and general repairs to various streets.
  - Resurfacing of various streets, to be determined.
3. Provide administrative guidance and technical support to the Public Works Superintendent, Utility Maintenance Superintendent, Sanitation Superintendent, and Fleet Maintenance Supervisor.
  4. Ensure compliance with all terms of the Compliance Agreement between the City and the North Carolina Environmental Management Commission to address inflow and infiltration issues within the City’s wastewater system. Submit monthly status reports to the North Carolina Division of Water Resources as required by the agreement.
  5. Work closely with the Water and Wastewater Treatment Superintendent and the Utility Maintenance Superintendent to identify all water system performance deficiencies, improve water system operations, and reduce unaccounted for water. The goal is to reduce unaccounted for water to an amount that is less than 15 percent. Most recent calculations indicate the current amount to be 17.2 percent.
  6. Work closely with the Water and Wastewater Treatment Superintendent and the Utility Maintenance Superintendent to identify all wastewater collection system deficiencies, ensure compliance with all State regulations, improve collection system operations, and create a prioritized Capital Improvements Program. Continue smoke testing and performing manhole inspections within the collection system.
  7. Perform an assessment of the City’s storm drain system to identify deficiencies and make recommendations as to needed improvements and repairs.
  8. Assess the efficiency of all divisions of the Public Works Department to ensure that each division is operating as efficiently as possible and to identify areas where improvements can be made.
  9. Continue to improve upon the departmental safety program that was implemented during Fiscal Year 2012-13, by adding more in-house training courses.
  10. Seek and budget for training opportunities for personnel in the Utilities Maintenance Division. Specifically, training is needed in water distribution and wastewater collection system operation. The division needs more NC certified operators. Encourage the professional growth of the employees.

11. Encourage the “grooming” of subordinate employees within the department. Improvement has been made in this area during the current fiscal year, but more improvement is needed.
12. Review the City GIS mapping system and work closely with the Planning Department to ensure the accuracy of the mapping system. Provide updates to the Planning Department as changes to the water distribution and wastewater collection systems occur.
13. Complete all required State reports (i.e., Powell Bill report, Solid Waste Report, Yard Waste Debris Report, permit renewals, etc.).
14. Write bid specifications for the purchase of services and equipment for the department and assist the Purchasing Agent as needed.

### **Streets**

1. Operate as efficiently and professionally as possible and seek ways to improve production and quality of work.
2. Continue to complete all assigned paving and sidewalk projects in a timely manner and in accordance with all specifications.
3. Set and maintain higher standards for the downtown streetscape. Make the appearance of the downtown streets and sidewalks a top priority. Improvement has been made in this area, during the current fiscal year, but more improvement is needed. Do not allow trash, cigarette butts, debris, etc. to accumulate on the streets or crosswalks. Do not allow weeds to grow in the sidewalks. Use weed killer as necessary. Pull up weeds as necessary.
4. Clean the sidewalks and brick crosswalks on Main Street at least once per week using leaf blowers.
5. Thoroughly inspect each phase of every project, whether project is being completed by a contractor or with City forces, and ensure work is done to specifications before invoices are approved for payment.
6. Communicate to NCDOT needed repairs and improvements on State maintained roads.
7. Maintain good working relationship and communication with local utility companies and NCDOT.
8. Assist other departments with maintenance projects as needed or assigned.
9. Continue to improve the employee safety training program. All training should be in compliance with the departmental safety program and the City of Marion Safety Policy. Ensure that the types of training and frequencies specified in the departmental safety program are met.

10. Implement more job training and put stronger emphasis on the “grooming” of subordinate employees. Improvement has been made in this area during the current fiscal year, but more improvement is needed.
11. Continue to utilize inmate laborers and continue to attain 100 percent compliance with N.C. Department of Corrections requirements.
12. Continue to maintain high standards for the appearance of City Rights-of-Way (ROW). Check behind the ROW mowing contractor routinely and ensure that the terms of the contract are being met. Utilize Community Service Workers for picking up trash in ROWs.
13. Check behind the landscape contractor routinely and ensure that the landscaped areas are being maintained properly. Continue to maintain high standards for the appearance of the landscaped areas.
14. Sweep all City streets at least once per month and the designated downtown streets at least once per week. If the normal route and frequency does not provide adequate cleaning, run the sweeper as necessary.
15. Be prepared and ready to mobilize quickly and safely during winter weather events. Coordinate snow removal efforts with NCDOT.
16. Evaluate storm drain systems during rain events.

### **Parks and Recreation/Public Buildings and Grounds**

1. Continue to maintain high standards for the appearance of all mini-parks and the Community Building. Improve the appearance of the Community Building Park by checking it more frequently and performing extra cleaning when necessary.
2. Periodically evaluate all mini-parks, the Depot, and the Community Building for safety issues. If any safety issues are discovered, correct them immediately.
3. Continue to evaluate the security of all City owned buildings and property. Focus particularly on ways to reduce vandalism.
4. Continue to maintain high standards for the appearance of the Joseph McDowell Historical Catawba Greenway.
5. Continue to maintain high standards for the appearance of the Peavine Trail. Periodically evaluate the trail for safety issues. If any safety issues are discovered, correct them immediately.

### **Cemetery**

1. Repair rock walls at Oak Grove Cemetery as needed or directed.

2. Check behind the mowing contractor routinely and ensure that the terms of the contract are being met and that both Oak Grove and Morehead Cemeteries are being mowed properly. Continue to maintain high standards for the appearance of both Cemeteries.
3. Assess the streets within Oak Grove Cemetery and determine any repairs/resurfacing that will be needed in the near future.

### **Utility Maintenance**

1. Determine water distribution system deficiencies and establish a prioritized list of needed repairs that can be performed in-house.
2. Determine wastewater collection system deficiencies and establish a prioritized list of needed repairs that can be performed in-house.
3. Continue to work on pending water distribution and wastewater collection system repairs and projects.
4. Continue to improve the employee safety training program. All training should be in compliance with the departmental safety program and the City of Marion Safety Policy. Ensure that the types of training and frequencies specified in the departmental safety program are met.
5. Implement more job training and put stronger emphasis on the “grooming” of subordinate employees. Improvement has been made during the current fiscal year, but more improvement is needed.
6. Encourage the professional growth of the employees. Encourage more employees to become certified operators.
7. Operate as efficiently and professionally as possible and seek ways to improve production and quality of work.
8. Thoroughly evaluate all water mains that are 4” in size or smaller for operational problems.
9. Continue annual flushing of the water distribution system. If certain areas of the distribution system require more frequent flushing, evaluate those areas to determine why and recommend the proper solution.
10. Continue to identify sources of inflow and infiltration in the wastewater collection system and work to eliminate such sources. Ensure compliance with the Compliance Agreement.
11. Complete the automated water meter (AMR) replacement project, which was started in Fiscal Year 2014-15.

12. Ensure that the new AMR system is operated properly and efficiently. Make sure all of its capabilities are being utilized.

### **Sanitation**

1. Continue to maintain high standards for customer satisfaction. Continue to encourage and direct employees of the Sanitation Division to communicate with the public in a positive and professional manner.
2. Ensure that Sanitation vehicles are painted and cleaned as needed to maintain good appearance, which promotes a more positive image.
3. Continue to work closely with the County Solid Waste Department on the processing of recycled cardboard.
4. Evaluate all services provided by the Sanitation Division to ensure that they are provided as efficiently as possible.
5. Work closely with Public Works Director to evaluate current City policies/procedures regarding garbage collection, street trash collection, brush collection, and recycling.
6. Evaluate fees/rates for the various tasks performed by the Sanitation Division and determine if changes should be recommended. Evaluate the need for new fees for services that are currently performed at no charge. If it is determined that new fees are needed, make a recommendation as to how much the fees should be. Specifically, consider a fee recommendation for the removal of large volumes of brush.
7. Continue to monitor all City owned refuse containers and repaint as needed.
8. Work to educate the public on recycling to increase the percentage of participation.
9. Continue to utilize inmate laborers and continue to achieve 100 percent compliance with N.C. Department of Corrections requirements.
10. Continue to improve the employee safety training program. All training should be in compliance with the departmental safety program and the City of Marion Safety Policy. Ensure that the types of training and frequencies specified in the departmental safety program are met.
11. Continue to operate the Land Clearing Debris Treatment and Processing Site (old Wastewater Treatment Plant site) in compliance with North Carolina Department of Environment and Natural Resources regulations.

## **Fleet Maintenance**

1. Evaluate fleet maintenance program to ensure fleet vehicles are being maintained as efficiently as possible.
2. Evaluate and continue to work toward a computer-based fleet maintenance program to improve tracking and preventative maintenance reminder procedures.
3. Continue to evaluate the Fleet Rotation Plan and make changes to projections as needed to ensure the document is as accurate as possible for budgeting and planning purposes.

## **Wastewater Treatment Plant**

1. Continue quality operation of the Laboratory.
  - a. Continue cross training and maintaining quality employees.
  - b. Maintain quality analysis and perform all new analysis as required by the state.
  - c. Continue to maintain good communications with NCDENR contacts.
  - d. Continue to replace and maintain equipment as needed.
2. Maintain and ensure quality operations of Corpening Creek Wastewater Treatment Plant
  - a. Continue cross training and education for department personnel.
  - b. Maintain quality appearance at Wastewater Treatment Plant and lift stations.
  - c. Repair and replace components as needed.
  - d. Continue to operate and maintain all lift station facilities in compliance with State regulations.
  - e. Continue to find new ways to reduce cost of operations at the Wastewater Treatment Plant and at the lift stations.
3. Operate and maintain a cost efficient and effective land application program for biosolids disposal.
  - a. Ensure compliance with all State and Federal regulations.
  - b. Continue to add property to land application acreage, as needed.
  - c. Continue to maintain a good working relationship with NCDENR contacts and perform all tasks required by the state regulations.

- d. Continue to make progress toward phase out of State permit for old sludge landfill.
4. Maintain compliance with Local, State and Federal rules and regulations.
- a. Attend training seminars and workshops to keep updated on changes that may occur.
  - b. Complete all required testing.
  - c. Inform City Manager of changes that may occur to requirements.
  - d. Report all spills and problems promptly to State officials, in accordance with State law.
5. Monitor and prepare for new additions to the City's wastewater system.
- a. Maintain good working relationship with all contractors and engineers involved with additions to the City's wastewater system.
  - b. Monitor all new construction and upgrades of the system to ensure good quality work for the City.
  - c. Continue to work with Public works to help maintain the collections system in compliance with the City's Wastewater Collections System Permit.
  - d. Communicate with commercial and industrial customers that intend to hook on to the City's wastewater system, to ensure that City can accept and handle wastewater flow and that all City, State and Federal regulations are met.
6. Maintain a quality Local Pretreatment program for the City.
- a. Maintain good working relationships and contacts with any local industries required to be part of the Pretreatment Program.
  - b. Maintain proper records on pretreatment program, if there are participating industries.
  - c. Work with any new industrial applicants to ensure compliance with pretreatment regulations and City policies.

### **Water Plant**

1. Monitor compliance with State and Federal Rules and Regulations.
- a. Meet all new requirements and avoid any violations of new standards if possible.
  - b. Continue to update knowledge of new regulations and best practices.
  - c. Inform the City Manager of changes in regulations and new testing requirements.

- d. Complete annual Consumer Confidence Report for City of Marion.
  - e. Collect all required samples to maintain compliance with the Safe Drinking Water Act.
2. Communicate regularly to the City Manager regarding status of City water supply, particularly during conditions of source water shortage.
  3. Continue furnishing good, clean drinking water to the public at the most reasonable cost practical for Marion's Water Treatment Plant.
  4. Continue testing of water at the County Water System entry point in Nebo to ensure the quality of water that is entering the County system and work closer with County Water System staff so they can better manage the Nebo system.
  5. Continue working to attain AWOP (Area Wide Optimization Program) recognition for turbidity removal and, if practical and affordable, explore expanding AWOP to the entire Water Plant operation.
  6. Remove sludge as needed from sludge lagoon(s) to a suitable site.
  7. Keep working on the overall appearance of the Water Plant, intakes and reservoirs.
    - a. Complete necessary painting, grounds keeping and up-keep of equipment.
    - b. Clean up around raw water intakes at Buck Creek, Mackey Creek and Clear Creek.
    - c. Paint walkway to second lagoon.
  8. Work closely with Public Works Director and Utility Maintenance Superintendent to find ways to streamline and improve City's water operations and to reduce un-accounted for water to less than 15 percent.
  9. Repair and replace any equipment needed at the Water Plant and water intakes.
  10. Continue exploring and working on any upgrades or renovations possible to the Water Plant to optimize performance.
  11. Continue to work to install new data acquisition system for monitoring the Water Plant.
  12. Continue working with State, County and City personnel to protect the Buck Creek watershed area.
  13. Seek training opportunities for department personnel.

- a. Pursue additional certifications and continuing education classes for departmental personnel to keep their current certifications and advance to higher levels of certification that benefit the City.
- b. Provide training in-house for City personnel when possible.