

City of Marion
Action Plan/Department Goals and Objectives
Fiscal Year 2017-18

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 2017-18 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 update of City Code with American Legal Publishing.
2. Maintain and constantly update City website. Seek to upgrade City Government Access Channel to qualify for State funding.
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 Downtown Map, Calendar of Events, Available Property Lists and targeted marketing pieces.

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 efforts.
 - 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. Implement first phase of joint Marketing Plan, in conjunction with Marion Business Association, McDowell County, McDowell Economic Development Association, McDowell Tourism Development Authority, McDowell Chamber of Commerce and other agencies. Expand program, to the degree authorized by City Council and agreed upon by partner agencies.
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 and as necessary.
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, as feasible and while still providing full range of services.
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 to implement Certified Retirement Community marketing and promotional efforts.

15. Continue to hold downtown and community events, including Mountain Glory Festival, Christmas Parade, July 4th Celebration, Livermush Festival, summer concerts and other events, through the Marion Business Association. Seek to enhance current events and increase number of events. Continue to work with non-profit organizations, private businesses and individuals willing to hold festivals and events and seek opportunities for other such events.
16. Continue to serve on the McDowell House Committee and assist with events and planning for future McDowell House renovation.
17. Implement, in conjunction with Marion Business Association, downtown incentive programs such Growing Entrepreneurs Marion Small Business Grant Program, Revolving Loan Fund Program, Historic Marion Façade Grant Program, Moving Up In Marion and any other approved programs.
18. Assist McDowell Economic Development Association with industrial recruitment and expansion projects in the City.
19. Explore future options for health insurance for City, in an attempt to control costs.
20. City Manager to serve on McDowell Economic Development Association, Marion Business Association, Isothermal Planning and Development Commission, Rural Transportation Planning Organization Technical Coordinating Committee and McDowell Health Coalition Boards.

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 2017 Property Taxes no later than August 15, 2017.
 - b. Send out delinquent notices by mid-January.
 - c. Send out tax advertisement notice letters mid-February.
 - 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, civil citations, ordinance violations, and parking tickets.
 - g. 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. Perform ABC Board finance and accounting work, in conjunction with ABC Board Finance Officer, and assist ABC Board and ABC Board Finance Officer as needed.
 - 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. Specifically:
 - Work with the Department of Commerce and Auto Tech Collision on progress reporting associated with the grant and hopefully close out the grant once position creation requirement is met.
 - Work with the Department of Commerce and Fat Boys Burritos on progress reporting associated with the grant and hopefully close out the grant once position creation requirement is met.
 - Work with the Department of Commerce, property owner and Martin-McGill on grant administration of the Economic Infrastructure Grant for a sewer line extension to the 30 acre development site at the intersection of I-40 and Highway 226 South.
 - Continue to work with the McDowell Health Coalition, the Planning Director and the West Marion Forum on grant administration and financial reporting for the West Marion Forum KBR grant.
 - Continue to work with the Department of Commerce, City Manager, Public Works Department, and Downtown businesses on the projects to be completed as part of an approximate \$94,000 Downtown Revitalization Project Grant that was awarded.
 - Continue to work with City staff, the Wooten Company, and ECS to complete the Phase II process for the Drexel site and participate in the ongoing feasibility analysis for cleanup of the site. Perform accounting of project and invoicing of County for their contribution.
 - Work with Planning Department and Public Works Department to begin the Community Building Park Project funded with KBR and State funding.
3. Implement improvements in the Finance Department.

- a. Continue improving efficiencies in accounting department and maintain strong internal controls, implementing any suggestions made by auditors. Review and update Purchasing Policy for efficiencies.
 - b. Continue to develop efficiencies in processing ABC system accounts payable, payroll, financial reporting and budgeting. Continue to look at ways to increase efficiencies using LOGICS and BMS software and other automation when possible.
 - c. Continue to train Assistant Finance Director in governmental procedures. Send her to advanced governmental accounting courses at SOG when available and budget permits to continue to prepare her for remaining sections of the Certified Finance Officer exam.
 - d. Continue to cross-train Human Resources Administrator/Payroll Technician in accounts payable and Assistant Finance Director in payroll to serve as back-up for one another during absences.
 - e. 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.
 - f. Continue to train non-water department employees on cash receipts collections to serve as back-up during absences.
 - g. 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.
 - h. 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's absence.
 - i. Continue to attempt to reduce paper used and filing space needed by saving Accounts Payable, Cash Receipts, Inventory and Accounts Receivable postings electronically.
4. 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 Assistant Finance Director, 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.
5. 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

Human Resources

1. Implement improvements in the Human Resources Department.
- a. Continue to cross-train Assistant Finance Director 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. We need to focus on supervisory training in FY 2017-2018 as it has been some time since we did this type of training and we have a few new Supervisors.
 - c. Schedule Human Resources Administrator/Payroll Technician to attend Public Employment Law updates offered through the SOG and NCLM when available.
 - d. Collaborate with WorkFORCE Wellness and the Wellness Committee to enhance our current Wellness Program.
 - e. Revise sections of the Personnel Policy manual as necessary to comply with NCDOL and other relevant regulations.
 - f. Continue to work on customer service and team building training. We plan to focus on some type of team building training during FY 2017-2018.
2. Implement payroll efficiency improvements.
- a. Continue to encourage greater use of direct deposit for payroll by employees and emailing of direct deposit notices, 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.
 - 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 2018 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 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. Review and recommend revisions to the Purchasing Policy focusing on ways to gain efficiencies in the purchase order process using automation when possible while meeting regulatory requirements and internal controls.

Information Technology

1. Continue efforts by Technology Systems Administrator to:
 - a. Complete new website for the Police Department.
 - b. Coordinate and install new camera system at Community Building.
 - c. Coordinate and install new time keeping system at Police Department.
 - d. Install new interview room camera system at Police Department.

- e. Continue to ensure DCI, PCI, and other security standards among all departments.
- f. Monitor and maintain all servers, routers and other equipment with the least disruption to day to day operations as possible.
- g. Continue to compile a computer/electronic equipment replacement plan to assist departments in budgeting needed upgrades.
- h. Monitor and update computer anti-virus programs to ensure every City computer is adequately covered by updated anti-virus software.
- i. Provide day to day technology assistance, troubleshooting, repairs as needed to keep City computers working at their optimal potential.
- j. Continue maintenance upgrades to City website by organizing quarterly meetings to discuss and implement changes and improvements.

Planning and Development Services

1. Continue to develop GIS information to deploy online.
2. Receive additional training in GIS as necessary to maintain ArcServer and GIS services.
3. Continue to work with interagency GIS workgroup between Planning Department, Police Department, McDowell County Mapping and Tax Departments and 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. Association of Certified Zoning Officials (NCAZO), NCAPA and/or other training opportunities.
7. Zoning Administrator to notify property owners of annual off-premises sign permit renewal.
8. Zoning Administrator to work toward receiving Level I certification in mechanical 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), Peavine Rail Trail, Safe Routes to School, Bicycle Plan, Safe Routes to School, Watch for Me NC and Fonta Flora State Trail.
14. Building Codes Inspector to maintain certifications by continuing to participate in continuing education courses and to work toward obtaining level 3 certifications in building, plumbing, mechanical and electrical inspections.
15. Building Codes Inspector to identify and conduct inspections of unsafe or dilapidated structures.
16. Building Codes Inspector to seek voluntary compliance and clearance of dilapidated structures by property owners.
17. 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, issue orders to property owners requiring corrective action and record such documents with the McDowell County Register of Deeds.
18. Building Codes Inspector to monitor City on frequent basis to make sure permits are obtained for work within the City, as required by law.

19. Building Codes Inspector to attend NCBIA Conference and other training seminars.
20. Building Codes Inspector and Zoning Administrator to receive training in floodplain management through the North Carolina Division of Emergency Management.
21. 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. Continue to encourage and require annexation petitions prior to receipt of sewer service, or water service if both water and sewer are available.
 - c. Work to encourage voluntary annexation of areas adjacent to City, where advantageous for the City and property owner.
22. Planning and Development Services Director to monitor grant projects, as assigned or directed, in conjunction with outside agencies and/or consultants.
23. Planning and Development Services Director to serve as City representative to the McDowell Health Coalition and Built Environment Work Group through the end of 2017.
24. Planning and Development Services Director to work with local non-profit organizations and other agencies to improve the quality and stock of fair, safe, and affordable housing in the City.
25. Planning and Development Services Director to work with the Wooten Company to manage the cleanup of the former Drexel manufacturing facility.
26. Work with Isothermal Planning and Development Commission (IPDC) to complete the LUCA Census count in accordance with the U.S. Census Bureau's requirements and timeline.
27. Draft a Stormwater Management Ordinance and development tracking system in compliance with NCDEQ requirements for the recent Watershed W-IV reclassification of Lake James.
28. Planning and Development Services Director to serve on the Marion Economic Development Committee.

Fire

1. 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. Convert fire inspection and pre-planning process to electronic systems to improve efficiencies and standardize workflow.
 - d. Start staff training to get additional paid staff certified as Level I Fire Inspectors.
2. Seek to enhance training of department personnel and maintain adequate staffing levels.
 - a. Maintain part-time staff to bring available staff to 6-8.
 - b. Seek and develop training opportunities for full-time staff and volunteers.
 - c. Seek to keep number of volunteers around 28.
3. Continue to seek grant funding for major capital purchases.
 - a. Apply for 2018 Aid to Firefighters Grant program to replace turnout gear and to replace SCBA bottles scheduled to go out of service.
4. Keep City Manager informed on the needs for major capital purchases well in advance of need date.
5. 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.
 - b. Work with Planning and Development Department to ensure that that County tax records correctly reflect properties that are inside the Marion Area Fire District.
6. Coordinate City safety program.
 - a. Continue to coordinate Safety Committee meetings and to review and record accidents, with assistance of Finance Director and Human Resources Administrator.
 - 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.
7. 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.
 8. Ensure that first responders are adequately trained and certified.
 9. Fire Inspector to serve as fill-in for Building Inspector as needed.
 10. Maintain departmental records and continue to report to the state incident reports, relief fund annual report and financial statement, and Department of Labor annual statistics survey.
 11. Maintain standards of North Carolina Department of Insurance to ensure successful re-ratings of City and Marion Area Fire District in the future.

Police

1. Partner with the citizens of Marion to increase awareness of current crime trends and strengthen community relations.
 - a. Evaluate the Mobile App Next Door for Neighborhood Watch groups.
 - b. Begin a monthly radio spot with WBRM on crime trends, initiatives and new laws.
 - c. Hold 2nd Annual Citizens Police Academy in the spring of 2018.
 - d. Continue "Coffee with a Cop" program at local establishments at least once per quarter.
 - e. Continue to engage the public through downtown events such as National Night Out and social media applications.
 - f. Implement citizen involvement in hiring review boards and promotional boards.
2. Improve current technology within the department relating to crime mapping and technology.

- a. Work with Planning Director to establish the ESRI crime mapping program.
 - b. Utilize agency website and social media to make ERSI crime data available to the public.
 - c. Establish meetings monthly (Lieutenants) and quarterly (Sergeants) to make agency staff aware of crime trends.
 - d. Implement a new agency website.
 - e. Establish Mobile Field reporting within the patrol division of the department.
3. Continue to educate the public on new laws and local ordinances.
- a. Utilize Facebook and the department's website for links, and important updates regarding local ordinances.
 - b. Monitor downtown parking on a daily basis.
 - c. Ensure that areas such as greenways and City parks have sufficient signage relating to leash laws and crime reporting.
 - d. Respond to all animal complaints and pick loose animals.
 - e. Evaluate the need for door hangers or flyers about local ordinances and update City park kiosk areas with such information.
 - f. Inspect local gold buyers and ABC permit holders to ensure proper procedures and reporting required by North Carolina General Statutes.
4. Implement a canine program for the Marion Police Department.
- a. Utilize assessment center process for the selection of the canine officer.
 - b. Select a reputable kennel for the purchase of the canine.
 - c. Train and certify the canine handler.
 - d. Equip the handler and the vehicle for the canine.
 - e. Establish policy and procedure for canine utilization and deployment.
 - f. Begin utilizing the canine in the field for criminal activity and community events.
5. Establish a full time training coordinator position later in the Fiscal Year.

- a. Utilize assessment center process and state guidelines to select officer for the training coordinator position.
 - b. Establish job description and duties for the training coordinator.
 - c. Evaluate and attend needed training as required by state standards.
6. Select new Administrative Assistant later in the Fiscal Year due to planned retirement.
- a. Create a job description for duties and responsibilities for the position.
 - b. Select applicants for the position.
 - c. Hire the most qualified applicant and begin training with current staff.
7. Work within the department to ensure police officers are well versed in specific training areas.
- a. Enroll at least one officer in the “Train the Trainer” expandable baton certification program so all officer can be recertified on carrying a baton.
 - b. Expand the Naloxone program to the Corporals within the department.
 - c. Evaluate the need for an officer to be trained as a state DRE (Drug Recognition Expert) due to the increase in drug impaired driving cases.
 - d. Establish an additional less lethal option for patrol Sergeants in the form of bean bag round capable shotguns.
8. Continue aggressive enforcement related to narcotics in the City of Marion.
- a. Work with the community to identify known narcotic “hot spots” established by crime mapping.
 - b. Increase the number of City related narcotic cases based on 2016-17 baseline of 13 cases.
 - c. Work with the West Marion and East Marion Forum groups to establish community watch groups to provide useful information to Police Department about narcotics in their neighborhoods.
 - d. Work with the District Attorney’s office for successful prosecution of arrested offenders to avoid repeat cases.
9. Reduce the number of property crimes within the City.

- a. Reduce the number of residential Breaking and Entering incidents compared to 2016-17.
 - b. Reduce the number of automotive breaking and entering incidents compared to 2016-17.
 - c. Work with local large retail store management to reduce the number of larceny incidents compared to 2016-17.
 - d. Utilize social and main stream media for public service announcements or educational pieces related to the above objectives.
10. Reduce the number of motor vehicle crashes within the City limits from 2016-17.
- a. Conduct targeted enforcement efforts in high crash locations.
 - b. Identify and analyze the cause of high crash parking lot areas.
 - c. Work with NCDOT to seek to solve any problematic areas that cause crashes because of roadway design or features.
 - d. Participate in all Governor's Highway Safety Program initiatives for traffic safety.
 - e. Educate the public on high crash locations.
11. Implement building security improvements for Police Department.
- a. Implement locking the lobby area after business hours and on weekends.
 - b. Purchase and install electronic system for controlled access to the lobby after business hours.

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 2017 - 2018 includes:
 - Community Building Park Sinkhole Remediation
 - School Street Drainage Project – Install valley curbing
 - East Fort Street Repair
 - Holly Hill Drive culvert replacement and associated street repairs
 - Foxfire neighborhood asphalt curbing
 - Resurfacing of streets specified in approved resurfacing plan

- Replace shed roof at Community Building
 - Construct gravel parking lot at Morehead Cemetery
 - Install PEV Charging Station at Tailgate Market
 - South Main Street Parking Lot – Complete concrete work, install decorative lighting, and install planting areas
 - John Gilkey Road Sewer Extension
3. Provide administrative guidance and technical support to the Public Works Superintendent, Utility Maintenance Superintendent, Sanitation Superintendent, and Fleet Maintenance Supervisor.
 4. 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.
 5. 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.
 6. Perform an assessment of the City’s storm drain system to identify deficiencies and make recommendations as to needed improvements and repairs.
 7. 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.
 8. Ensure all requirements of the city-wide and departmental safety programs are met by all divisions of Public Works.
 9. 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.
 10. 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.
 11. Review the City GIS mapping system and work closely with the Planning and Development Department to ensure the accuracy of the mapping system. Provide updates to the Planning and Development Department as changes to the water distribution and wastewater collection systems occur.
 12. Complete all required State reports (i.e., Powell Bill report, Solid Waste Report, Yard Waste Debris Report, permit renewals, etc.).

13. 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. Continue to make the appearance of the downtown streets and sidewalks a top priority. 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. Continue to remove snow and ice expeditiously during winter weather events.
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.
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. Replace the shed roof on the lower level of the Community Building.
5. Continue to maintain high standards for the appearance of the Joseph McDowell Historical Catawba Greenway.
6. 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.
7. Complete Community Building Park Sinkhole Remediation.
8. Work on grant funded Community Building Park Improvements Project.

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. Make repairs to the streets as needed or directed.
4. Pressure wash mausoleums in Oak Grove Cemetery periodically.
5. Ensure the mausoleum/columbarium area is kept clean and free of trash, weeds, and debris.

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.
11. Complete sewer extension to John Gilkey Road.

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 NCDEQ 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 NCDWQ 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 bio solids disposal.
 - a. Ensure compliance with all State and Federal regulations.
 - b. Continue to maintain a good working relationship with NCDEQ contacts and perform all tasks required by the state regulations.
 - c. 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 Public Works Department to insure quality connections 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 the Public Works Department 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 Treatment 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.
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 maintain and upgrade 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. Continue to provide training opportunities for department personnel.