

City of Marion
Action Plan/Department Goals and Objectives

Fiscal Year 2011-12

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 2011-12 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 Municipal Code Corporation.
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) 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. Continue to evaluate overall City operations, procedures, and staffing and recommend improvements.
6. Continue to hold quarterly, productive Planning Sessions for City Council, as directed.
7. 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. Tie department head evaluations to performance and achievement of annual objectives.
8. Maintain adequate fund balance (at least 50 percent of General Fund expenditures and as high as possible in the Water and Sewer Fund) to allow for unexpected future needs.
9. Implement cost reduction strategies for City government.
10. Explore future revenue opportunities and expenditure cuts to bring about long term stability of City budget.
11. Stress training and staff development in all departments.
12. Seek continuation of Intern program through Appalachian State University.

Finance

1. Strive to achieve a property tax collection percentage of at least 96 percent.
 - a. Train new tax collector in all areas of municipal tax collections including training on property tax and privilege license software.
 - b. Send out second notices by mid-November.
 - c. Send out tax advertisement notice letters by the end of March.

- d. Implement 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. Continue to work on and improve methods of identifying new businesses liable for privilege licenses.
 - h. Begin cross training interested Collections Clerk in the property tax and privilege license software and when possible send to Fundamentals of Property Tax Collections for possible future appointment to Deputy Tax Collector to fill in during Tax Collector's absences.
 - i. Tax Collector to attend Western Piedmont Tax Association Annual Meeting and other courses to learn of possible updates or trends.
2. 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 reaching financial stability for the ABC system.
 - c. Finance Director to continue serving on the North Carolina League of Municipalities (NCLM) Municipal Insurance Trust Focus Group to provide input on medical insurance issues.
 - d. Finance Director to 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.
 - e. Consult as needed with SOG and Local Government Commission (LGC) on financial and legal matters.
 - f. Consult as needed with grantors and engineers as needed on capital project grants administration.

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.
 - b. Develop efficiencies in processing ABC systems accounts payable, payroll and financial reporting.
 - c. Strive to file grant requisitions and final reports in a timely manner to maintain cash flow for contractor payments.
 - d. Continue to train Accounting Assistant in governmental procedures focusing on grant reports and requisitions. Send her to Advanced Governmental Accounting course at SOG when budget permits.
 - e. Continue to train Personnel Technician in accounts payable and Accounting Assistant 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 on a quarterly basis.
 - g. Complete installation and implementation of new property tax software and remove old obsolete servers and organize computer room.
 - h. Continue to train non water department employees on cash receipts collections to serve as back-up during absences.
 - i. Administrative Support Specialist to continue training on how to complete additional water and sewer processes, such as new accounts, work orders, etc. in order to fill in during absences.
 - j. Continue to attempt to reduce paper used and filing space needed by saving Accounts Payable, Cash Receipts, Inventory and Accounts Receivable postings on computer hard drive and backing up weekly on disks.
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 Accounting Assistant, provide monthly revenue and expenditure reports and inform of any deviations from budgeted revenue amounts.

- d. Continue to prepare and recommend budget amendments as needed to reflect unexpected 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.

Personnel

1. Implement improvements in the Personnel Department.
 - a. Continue to cross train Accounting Assistant 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. Begin working on revised Personnel Policy manual to present to City Manager and City Council for approval.
2. Implement payroll efficiency improvements.
 - a. Consider switching payroll to Logics software in order to have all processes integrated in one software program when funds are available in budget.
 - b. Encourage greater use of direct deposit for payroll by employees, to improve efficiency of payroll process.
 - c. Develop efficiencies in processing ABC systems payroll.

Purchasing

1. Continue to maintain a self-supporting internal service fund.

2. Continue efforts in keeping costs down by aggressively monitoring prices, stocking only essential items and encouraging employees to use items in stock.
3. Review distribution records to identify any obsolete or no longer used items and possibly dispose of such items via GovDeals.
4. 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.
 - b. Consult with SOG when necessary to determine proper purchasing procedures.
 - c. Attend local SOG sponsored training and if budget permits, Purchasing Agent to attend CAGP 2011 Spring Conference as part of continuing effort to become a certified purchasing agent.
5. 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.
 - c. Continue working on new purchasing manual with Purchasing Agent and present to City Manager and City Council for approval.

Planning and Development Services

1. Complete the 2030 Comprehensive Land Use and Community Development Plan.
2. Update GIS data with 911 addresses, water lines, and sewer lines and continue to maintain GIS including using the GPS to identify meters and fire hydrants, etc.
3. Receive additional training in GIS and AUTOCAD as necessary.
4. Have Code Enforcement Officer receive Level I Building and Level I Electrical Certification and CZO Certification.
5. Code Enforcement Officer to conduct annual privilege license inspection at all businesses within the City of Marion.
6. Code Enforcement Officer to perform annual zoning compliance inspection of Auto-Related Businesses to insure ongoing compliance.

7. Code Enforcement Officer to work with Sanitation Department to abate nuisance violations within the City including but not limited to tall grass and weeds, junk vehicles, trash and debris,
8. Zoning Administrator to notify property owners of annual off-premises sign permit renewal.
9. Update department information on City website and PEG 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.
10. Continue to 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.
11. Continue to work with the Planning Board/Board of Adjustment/Historic Preservation Commission on development requests as well as additional training.
12. Attend NCAPA/APA conference and other training seminars.
13. Continue to manage grant programs and projects including but not limited to Catawba River Greenway (PARTF/RTP) Phase II, Peavine Rail Trail, Safe Route to School Action Plan, Urban Forestry Program, Downtown Streetscape Plan and Sponsorship Program, and NCDOT McDowell County/City of Marion Comprehensive Transportation Plan.
14. Supervise student interns working with the City of Marion through the NC STEP program to effectively and efficiently complete the goals of the City's NC STEP Economic Prosperity Plan, and Downtown Walking Trail Map Project.
15. Building Inspector to maintain Level III certification as required by state law, and acquire continuing education credit hours for the related trades of Fire, Electrical, Building, Mechanical, Plumbing and Flood Plain Management.
16. Building Inspector to monitor City periodically for unsafe or dilapidated structures in accordance with G.S. 160A-425.1 or G.S. 160A-426 and take action as authorized and as budget allows.
 - a. Building Inspector to seek voluntary compliance and clearance of dilapidated structures by property owners.
 - b. Building Inspector to continue to monitor buildings identified on our priority list to get the owners to rehabilitate, repair or remove the buildings.
 - c. Building Inspector to keep City Manager informed of progress and recommend further action by the City.

- d. Building Inspector to make recommendation to City Council to condemn unsafe or dilapidated structures and have such structures burned or demolished, or have demolished or repaired by property owners.
 - e. Building 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.
17. Building Inspector to work with Police and Fire Officials to identify and evaluate dilapidated structures and to continue training Fire Inspector to assume back-up inspection duties.
18. Building Inspector to monitor City on frequent basis to assure that permit was obtained for work within the City limits, as required by state and local law.
19. Building Inspector to continue a working relationship with County Inspectors as to assure compliance with state building code of present and/or future property annexed by the City of Marion.
20. Building Inspector to obtain Level III Fire Inspection certificate.
21. Planning & Development 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.
 - e. Work to encourage voluntary annexation of areas adjacent to City, where advantageous for the City.
22. Planning & Development Director to monitor grant projects, as assigned or directed, in conjunction with outside agencies and/or consultants.

Fire

1. Marion Area Fire District
 - a. Re-rating Inspection has been requested. Complete preparations for re-rating of M.A. Fire District in an effort to achieve the best possible insurance rating.
 - b. Re-rating inspection of MA fire district by NCDOI will be achieved or scheduled by end of fiscal year.
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 paid staff to level I fire inspector certification.
3. Seek to enhance training of department personnel and maintain adequate staffing levels.
 - a. Seek and develop training opportunities for full-time staff and volunteers.
 - b. Continue to implement N.C. Dept. of Insurance recommendations for special training and record keeping for department officers.
 - c. Seek to keep number of volunteers around 28.
4. Continue to seek grant funding for major capital purchases.
 - a. Apply for 2011 Aid to Firefighters Grant program to replace turnout gear and apply for new commercial grade washing machine.
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. Insure that first responders are adequately trained and certified.
10. Fire Inspector to serve as fill-in for Building Inspector as needed.

Police

1. Expand and enhance the Business Watch and Community Watch programs.
 - a. Attempt to add three businesses each month to the Business Watch Program.
 - b. Continue/enhance programs that encourage local business involvement such as Pawn Watch and Christmas Watch.
 - c. Strengthen existing Community Watch Programs and attempt to add one new community watch program each quarter.

2. To have a vibrant Police Explorer program that helps young people develop their interest in the Law Enforcement field.
 - a. In order to increase the membership in the Explorer Program in the coming year, monitor the Boy Scouts of America Career Interest Survey and, through the assistance of the School Resource Officer and others, seek out potential candidates for this program.
3. Continue to fully utilize the new CAD/RMS system to better serve citizens and employees.
 - a. Enhance utilization of the new system for crime analysis in order to focus police efforts.
 - b. Continue/enhance reporting of information/data on City/departamental website so that the public can have knowledge of crime trends.
4. To have all employees trained in all basic and necessary courses and specialized courses of study when appropriate.
 - a. Utilize the NC Justice Academy and other resources to train departmental employees in the most efficient manner possible.
 - b. Have all new officers attend basic training courses, along with all officers who have not received training, such as radar, intoxilyzer, officer safety, etc. Have experienced officers enhance their training to include specializations in areas such as accident reconstruction, supervision, etc.
5. Implement a program to enhance the Hispanic community's ability to successfully contact and interact with the Police Department.
 - a. Utilize key identified persons to educate the Hispanic community on resources available to them pertaining to crime prevention and their interaction with law enforcement when a crime has been committed.
 - b. A crime tip hot line in English and Spanish will be established for the reporting of crime information to law enforcement.
6. Successfully implement the new Take-Home Vehicle policy.
 - a. Patrol Lieutenant and Shift Supervisors to oversee that vehicles are being properly maintained as additional units are dispersed throughout our community for faster call response and crime deterrence.
7. To have the Evidence Storage facility in proper order with all evidence accounted for.
 - a. By June 30, 2011, all of the work toward achieving this goal will have been completed. Evidence disposed of through the judicial system will be properly disposed of and properly documented.

8. Continue aggressive enforcement of drug violations in high crime areas.
 - a. Continue to work with the McDowell County Sheriff's Office and State and Federal agencies in drug and vice investigations.
9. To reduce the number of motor vehicle accidents within the City.
 - a. Deploy resources in targeted areas in an effort to reduce the large number of accidents that occur within Marion. This will include utilizing the newly implemented Motor Unit and seeking the assistance of the Highway Patrol in this endeavor.
10. Continue to seek to locate and secure additional grant funding for the coming year.
11. Attempt to curb vandalism in and around the downtown area including City Parks and other City properties.
12. Continue to improve enforcement of City Ordinances, through Ordinance Enforcement Officer.
 - a. Monitor downtown parking on a frequent and consistent basis.
 - b. Respond promptly to animal complaints, and pick up loose animals.
 - c. Support and investigate citizen complaints on noise ordinance throughout the city.
13. During the upcoming fiscal year, complete the "self-assessment" phase of CALEA in preparation for an on-site assessment by CALEA assessors. This will entail bringing all department policies and practices into compliance with all applicable CALEA standards.
14. Continue to diversify departmental workforce with recruitment efforts directed towards minorities.
15. Successfully complete consolidation of the Marion Police Department Telecommunicators and the McDowell County Emergency Dispatch Center into the lower level of the Marion Police Department.
16. Implement the *Career Development Plan for Police Officers and Supervisors*. This will also lead to focusing department training on meeting the requirements for advancement under the Plan. Goal is to also schedule two supervisors for upper level management school.

Public Works Administration

1. Assist the City Manager with plans and reviews for improvements to City properties, City services and other areas, as requested.

2. Assist the City Manager with plans for utility improvements to the Water and Sewer system, roadway improvements, Sanitation recommendations, Parks and Recreation/Building Maintenance and Cemetery projects as needed.
3. Assist Utility Maintenance, Water Plant and Wastewater Plant Superintendents as needed with utility system improvements.
4. Assist Public Works Superintendent, Utility Maintenance Superintendent, Sanitation Superintendent, and Fleet Maintenance Supervisor as needed with management and technical support in Public Works activities.
5. Work with the general public to provide information on water and sewer service connections and coordinate application process for new connections.
6. Work with developers and provide plans to the City Manager on requested utility line extensions for service to housing developments, apartments, mobile home parks, commercial and industrial sites.
7. Assist Purchasing Agent with obtaining bids and quotes on projects, equipment purchases and service contracts for the Public Works Department as needed.
8. Assist all City departments with needs and requests as necessary.
9. Assist and provide information to local, State and Federal agencies for special projects and jobs.
10. Work with the citizens and businesses in the Sugar Hill Road area on installation of water and sewer service.
11. As the City Engineer, work with City and private engineering consultants, NCDOT, NCDENR, and contractors on proposed water and sewer line extensions, subdivisions, roadway, and drainage improvements.
12. Review the utility mapping system and work with the Planning Department and the Utility Maintenance Department to make updates and changes to the mapping system.
13. Complete required reports and provide recommendations as requested.
 - Complete annual Powell Bill expenditures report.
 - Provide information to State for issuance of needed permits.
 - Provide recommendations to City Manager on priorities for future water and sewer extensions and/or replacements.
14. Continue to refine the orientation program for new hires as well as the revolving training schedule for all employees (including safety as well as operation tasks).

Fleet Maintenance

1. Work with all City Departments to provide service to all City owned fleet vehicles and maintain them in the most cost effective manner.
2. Evaluate preventative maintenance reminder procedures.
3. Continue the journey toward a computer-based fleet maintenance program for better tracking and efficiency.
4. Evaluate other fleet services equipment for more efficient operations.

Streets

1. Assist all City departments with special projects and maintenance as needed.
2. Check work of all contractors working for the Street Department or under Street Department direction as work progresses and before payments are released.
3. Continue to work on current pending street and sidewalk projects and assist with reprioritization of project list, as needed.
4. Complete assigned street paving and sidewalk projects in a timely manner, to improve the quality of pavement and enhance safety of pedestrians and motorists for the following projects:

FY 2011-12 Priorities

- Park Avenue – Curb and gutter, sidewalk, water main work (City and contractor)
- Robert Street – Sidewalk repairs in vicinity of McDowell intersection
- Logan Street – sidewalk installation with curb and gutter behind Wachovia Bank (City with possible NCDOT funds)
- Community Building Park – complete Master Plan renovations to park including (sidewalk from picnic area to small children's area, retaining wall for small children's area, install adult swings)

Additional Projects if Budgets Allow or for Future Year Priorities

- North Garden Street/Crescent Drive – Curb and gutter replacement, water main work (City and contractor)
 - Cross Street – Curb and gutter, sidewalk, drainage, water main (City and contractor)
 - Morgan Terrace – Paving, and small amount of sewer work (City and contractor)
5. Develop recommendations for Spring Resurfacing Schedule and work with contractor to complete, after Council approval.
 6. Complete patching of streets as needed throughout the Fiscal Year.

7. Communicate to NCDOT needed repairs and improvements on State maintained roads.
8. Maintain good working relationship with local utility companies and NCDOT.
9. Work on training and maintaining quality employees to reduce employee turnover.
10. Work to improve the safety training of employees. Provide training to employees in the following areas:
 - Train all Streets employees in Confined Space Training.
 - Allow employees to attend ITRE schools for certification in asphalt, concrete, Work Zone Safety, etc.
11. Focus on maintenance and appearance of street rights-of-way and inspect for potential hazards (dead trees, etc.).
12. Continue use of inmate labor to supplement departmental labor.
13. Ensure that contractor mows street rights-of-way on a regular basis, based on prepared mowing schedule.
14. Ensure that contractor maintains City property and landscaping projects, on a regular basis, based on prepared schedule.
15. Ensure that contractor maintains Cemetery property properly, at the high standard expected by the community.
16. Utilize the street sweeper and/or flusher to clean all streets inside the City limits at least once per month.
17. During winter weather events, ensure that all equipment is ready and functional and necessary materials are on hand. Coordinate snow removal efforts with NCDOT.
18. Evaluate and inspect drainage system during rain events.

Utility Maintenance – Water and Sewer

1. Continue to work on pending water projects as per the Priority List with priority problems first.
2. Review and re-evaluate the Utility Priority List as needed.
3. Develop a Backflow Prevention Program for testing backflow preventors throughout the water system.

4. Work to build on training and maintaining quality employees to reduce employee turnover in the department.
5. Work to improve the safety training of employees. Provide training to employees in the following areas:
 - Train all utility employees in Confined Space Training.
 - Allow employees to attend ITRE schools for certification in Work Zone Safety, etc.
 - Allow employees to attend AWWA School for certification in Water Distribution, Wastewater Collection, Backflow Prevention, and Meter.
6. Continue to evaluate all 4-inch water mains and smaller for operational problems and replacement. Place on priority list.
7. Continue yearly flushing of water system and continue maintenance and replacement of older fire hydrants as needed.
8. Evaluate replacing the gravity main from the Clinchfield Pump Station force main discharge (on Clay Street down East Court Street and into the main outfall line at NAPA store) to the Young's Fork Outfall (8-inch force main to 6-inch and 8-inch gravity).
9. Evaluate the development of a Sewer Rehabilitation Program. Begin to identify sewer mains, manholes, force mains, and pump stations that need rehabilitating or replacing and prioritize the projects.
10. Continue working with the Wastewater Treatment Plant (WWTP) staff to identify sources of inflow/infiltration (I&I) and eliminate such I&I.
11. Maintain focus on the priority list when not performing emergency repairs, tap installations, and other regular work. Complete projects in order before moving to the next project.
12. Complete installation of 1 ½" and larger radio units on automated meters to achieve desired percentage of remote meter readings and continue maintenance on system to keep meters operating properly.
13. Make new water and sewer taps as needed and complete locate requests submitted by local utility companies.
14. Grease Trap Inspection and Enforcement: Work with WWTP to improve program.

Sanitation

1. Continue to conduct safety training for current employees and on the job training for new employees.

- Various Safety Courses (Lifting, PPE, etc.)
 - Moving Work Zone Safety
 - Equipment Safety
2. Continue efforts to remove cardboard from the City's commercial solid waste system to save money and to comply with ordinances.
 3. Work with the County, North Carolina Department of Corrections and other organizations to keep the City clean.
 4. Evaluate trash routes, equipment, and other factors to improve efficiency.
 5. Continue to inform public of City policies and ordinances involving solid waste disposal by the development of customer flyer handouts and news releases as necessary.
 6. Work with City Manager and Public Works staff to evaluate/develop City Policies concerning brush/tree pick-up and large volume loads. Evaluate potential charges for various tasks (i.e.: removal of large volume of tree brush, trash trailer, etc.).
 7. Evaluate the City's recycling program, effectiveness, costs, and potential cost-saving measures.
 8. Work to improve recycling education with the general public to increase recycling percentage.
 9. Evaluate staffing levels for next budget year.
 10. Continue to monitor all City dumpsters and repaint as needed.
 11. Ensure that Sanitation vehicles are painted and cleaned as needed to maintain as good an appearance for these vehicles as possible.

Parks and Recreation/Public Buildings and Grounds

1. Work to complete the mini-park in the Clinchfield community.
2. Seek to maintain at a high level and monitor activities at existing park facilities, to increase enjoyment and use by public.
3. If additional park property becomes available, seek State Parks and Recreation Trust Fund (PARTF) grant for park development.
4. Recommend improvements to existing park properties, Depot and Community Building.
5. Continue to evaluate security of and access to all City buildings and properties, particularly focusing on ways to reduce vandalism.

6. Study and make recommendations regarding needed staffing levels to maintain Parks and Public facilities.
7. Continue maintenance of Catawba River Greenway Phase I.
8. Continue maintenance of Peavine Trail.
9. Complete implementation of final Master Plan improvements at Community Building Park.

Cemetery

1. Continue to work with contractor to mow and maintain cemetery grounds.
2. Continue rock wall repairs, as needed or directed.
3. Remove asphalt surface course from the roadway adjacent to the Mausoleum, resurface the roadway, install asphalt curb and construct a spillway to divert storm water (City and contractor).

Wastewater Treatment Plant

1. Continue quality operation of the Laboratory.
 - a. Continue 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 maintain modern equipment.
2. Reduce inflow and infiltration and blockages in the sewer system.
 - a. Coordinate regular cleanings and inspections of wastewater system.
 - b. Continue to enforce City's grease trap program.
 - c. Work on smoke testing wastewater lines to identify problem areas, and work with engineers repair and replace lines as needed.
3. Maintain and ensure quality operations of Corpening Creek Wastewater Treatment Plant
 - a. Continue training and education for department personnel.

- b. Maintain quality appearance, including completing necessary landscaping, pressure washing and painting.
 - c. Repair and replace components as needed.
 - d. Continue to operate and maintain all lift station facilities in compliance with State regulations.
4. 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 analysis required by State regulations.
5. 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.
6. 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 operate and 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.
7. 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.

Water Plant

1. Monitor compliance with State and Federal Rules and Regulations.
 - a. Attend training classes and workshops.
 - b. Inform the City Manager of changes in regulations and new testing requirement.
 - c. Continue furnishing good, clean drinking water to the public.
 - d. Meet all new requirements and avoid any violations of new standards if possible.
 - e. Continue testing of water at the Nebo Water System entry point to ensure water quality at end of City system.
 - f. Complete annual Consumer Confidence Reports for City of Marion.
 - g. Collect an Asbsetos sample for compliance.
2. Remove dry sludge from one sludge lagoon to a suitable site.
 - a. Paint and repair walkway to second lagoon.
3. Keep working on the overall appearance of the Water Plant, intakes and reservoirs, painting, grounds keeping, and up-keep of equipment maintenance.
4. Repair and pave the Water Plant parking lot and driveway.
5. Install two new chlorine gas feeders and lines to update feed equipment.
 - a. Replace chlorine gas detector alarm.
6. Install a flow gauge and meter at Buck Creek intake to monitor water flow.
7. Replace main raw water gate value.
8. Replace check value on finished water pump.

9. Continue working with State, County and City personal to protect the Buck Creek watershed area.
10. Seek training opportunities for department personnel.
 - a. Complete continuing education classes to maintain current certifications.
11. Communicate regularly to the City Manager regarding status on City water supply, particularly during drought conditions.