

**City of Marion**  
**Action Plan/Department Goals and Objectives**  
**Fiscal Year 2024-2025**

## **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 2024-25 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. Prepare for update of City Code with American Legal Publishing to take place after July 1, 2025.
2. Maintain and constantly update City website, with assistance of Assistant to the Manager/City Clerk, Information Technology staff and all City Departments. Continue to provide timely and accurate information for City Public, Education and Governmental (PEG) Channel and maintain qualifications for State funding, with assistance of Information Technology staff and all City Departments.
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 to send public hearing notices to media as required by law.
  - c. Use paid advertisements only as necessary and in the most cost effective manner possible to advise public of holiday schedules and other important events.
  - d. Implement greater use of social media to promote City projects, events and items of note.

4. Seek greater coordination and cooperation with outside agencies.
  - a. Continue to work with Marion Business Association (MBA) and McDowell Economic Development Association (MEDA) 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.
  - e. Continue to coordinate monthly meetings of Joint Utility Committee.
  - f. Continue to work with McDowell Tourism Development Authority (TDA) on the implementation of Countywide Wayfinding Signage Project and County Tourism Master Plan and funding requests.
  - g. Assist with studying models and making recommendations to other agencies for greater coordination between economic development agencies.
  - h. Continue to implement Outside Agency Funding Policy.
5. Continue implementation of joint Marketing Plan, in conjunction with Marion Business Association, McDowell County, McDowell Economic Development Association, McDowell Tourism Development Authority and other agencies. Expand program, to the degree authorized by City Council and agreed upon by partner agencies.
6. Assistant to the Manager/City Clerk to work on digitizing Administration records and uploading documents to Revver system.
7. Continue to evaluate overall City operations, procedures, and staffing and recommend improvements. Undertake a Strategic Planning and Succession Planning process for the City organization.
8. Continue to hold quarterly, productive Planning Sessions for City Council, as directed and as necessary.
9. 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.
10. 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.

11. 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 hold downtown and community events, including Mountain Glory Festival, Christmas Parade, Independence Day Celebration, Livermush Festival and other events, through the Marion Business Association. Continue to work with non-profit organizations, private businesses and individuals willing to hold quality festivals and events, such as the WNC Bigfoot Festival, and seek opportunities for other such events. Work on improving evaluation and efficiency of events.
15. Continue economic growth in Downtown Marion and throughout the City.
  - a. Continue implementation, in conjunction with Marion Business Association and other agencies, of downtown and economic development incentive programs such Growing Entrepreneurs Marion (GEM) Small Business Grant Program, Revolving Loan Fund Program, Historic Marion Façade Grant Program and any other approved programs.
  - b. Seek funding opportunities for continuation of GEM Program.
  - c. Continue to explore enhancement of existing economic development programs or creation of new programs
  - d. Continue use of Downtown Map, Calendar of Events, Available Property Lists and targeted marketing pieces to promote economic development and events.
  - e. Continue working to promote construction of low income, workforce and market rate housing in the City, in conjunction with City staff and outside agencies.
16. Assist McDowell Economic Development Association with industrial recruitment and expansion projects in the City, as opportunities arise.
17. Explore future options for health insurance for City, in an attempt to control costs.
18. City Manager to serve on McDowell Economic Development Association, Marion Business Association, Foothills Regional Commission, Rural Transportation Planning Organization Technical Coordinating Committee, McDowell Technical Community College Foundation Board, on Municipal Event Center Board (if still in existence) and on any other boards as directed.

19. Assistant to the Manager/City Clerk will enhance and grow the City's communication channels and community collaborations.
  - a. Create relevant content for the City Website, City Channel and social media that updates citizens on City programs, policies, events and more.
  - b. Write press releases and take photos for the media. Add images to City's photo library.
  - c. Share story ideas with members of the media in hopes of coverage during major events in Marion.
  - d. Create a digital database of historical Marion City Council Minutes from 2008 to present that can be viewed online and keyword search. This project should be finished by June 2025.
  - e. Actively collaborate and assist the Marion Business Association with marketing strategies for the City. Take part in Marion Business Association's Economic Development Committee, Marketing Committee and Events Committee meetings.
  - f. Update and help implement a strategic marketing plan for the Marion Business Association.
  - g. Seek opportunities for Assistant to the Manager/City Clerk to represent the City on other committees and at various tourism-related conferences, as needed and as opportunities arise.
20. City Manager/Assistant to the Manager/City Clerk to attend Joint Utility Committee meetings. Assistant to the Manager/City Clerk to draft a summary of each Joint Utility Committee meeting for the City Manager.
21. Assistant to the Manager/City Clerk will pursue educational opportunities to increase knowledge of local government operations.
22. 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 the City Council, for any selected area and work with all departments to ensure that City services are extended to annexed areas on the 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 the City, where advantageous for the City.

23. Continue and improve operation of Municipal Event Center (MEC), in conjunction with the McDowell Chamber of Commerce, if MEC remains in operation.

## **Finance**

1. Work with Human Resources Director to discuss and hopefully establish a Finance Department Internship through McDowell Technical Community College.
2. Plan for and work with School of Government Finance-track Fellow. The Fellow will be with the City Finance Department August 7<sup>th</sup> – June 7<sup>th</sup>. A scope of work has been provided to and approved by the School of Government contact.
3. Continue to improve upon/update Capital Improvement Plan (CIP) 10 year financial projections to incorporate into the budget process.
4. Maintain a property tax collection percentage of at least 98 percent.
  - a. Tax Collector to work with County to obtain information needed to bill 2024 Property Taxes no later than August 15, 2024.
  - 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.
5. Work with Department Heads to seek out and implement integrated software solutions that will automate simple tasks, reduce the need for manual data input, and reduce human error. Integration offers real time data synchronization which increases employee productivity, increases efficiency and allows for a quicker decision making.
6. Finance Director and Accounting Technician to attend schools, conferences and continuing education classes as budget permits.
  - a. Attend School of Government (SOG), North Carolina Government Finance Officers Association classes and conferences when available, budget permits and schedule does not conflict with needed work duties.

- b. Consult as needed with SOG, Local Government Commission (LGC) and auditors on financial and legal matters.
  - c. Schedule frequent one on one question/answer sessions with Accounting Technician in an effort to provide needed information for certification exams
  - d. Finance Director to complete NC Certified State Government Budget Program
- 7. Assistant Finance Director to perform ABC Board finance and accounting work providing reporting to the ABC Board Finance Officer. Assistant Finance Director to assist with external audit of ABC Board.
- 8. Finance Director and Assistant Finance Director to implement any new accounting or reporting changes.
- 9. 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. Revise/implement policies for debt, cash management, and water/sewer billing and collection.
  - c. Continue to develop efficiencies in processing accounts payable, financial reporting, budgeting, and property taxes. Continue to look at ways to increase efficiencies using LOGICS, Edmunds, and BMS software and other automation when possible. Automate Purchase Order Requisition process using LOGICS.
  - d. 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.
  - e. Continue to train non-water department employees on cash receipts collections to serve as back-up during absences.
  - f. Schedule on line training sessions with Logics for Assistant Finance Director and the Customer Service Representative that involve details of water/sewer readings, billings and collections in order to fill in during Customer Service/Billing Supervisor's absence.
- 10. Seek to monitor expenditures and revenue collections.
  - a. Inform City Manager as needed of financial matters, provide monthly revenue and expenditure reports for the City and the ABC Board, and inform of any deviations from budgeted revenue amounts.

- b. Continue to prepare and recommend Budget Ordinance Amendments as needed to reflect unexpected changes in revenues or expenditures
- c. Seek favorable interest rates from financial institutions for financing of capital outlay items when necessary.
- d. 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.

11. 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.

12. Continue to work on American Rescue Plan Act plan, accounting, quarterly reporting to Council, and annual reporting to the Federal government.

13. Finance Director specific projects:

Consult as needed with grantors and engineers as needed on capital project/grants administration. Specifically:

- Continue to work with City staff on the implementation of Cartegraph work order system.
- Work with State, City staff, and engineers on the \$3.2 million State grant for the Clinchfield Subbasin improvements. This project is funded with American Rescue Plan Funding.
- Work with City Manager and McDowell Chamber of Commerce regarding the Municipal Event Center (MEC) providing financial projections to monitor revenues and costs, as long as MEC remains in operation.
- Work with engineers, State, City Staff on the Sewer AIA Grant Project.
- Work with engineers, State, City Staff on Lead Service Line Grant Project
- Work with Police Department Staff on the GHSP Traffic Grant
- Work with engineers, City Staff, and NCDOT on Baldwin Avenue Sidewalk Project.
- Work with City Staff, EPA and the State on the two Drexel Site Cleanup grants.
- Oversee the financing of vehicles and heavy equipment included in the FY 2024-25 budget.
- Work with Accounting Technician to implement digital records storage
- Work with OSBM and Fire Department Staff on Fire Truck Appropriation Grant

## **Human Resources**

1. Continue to assess departmental staffing and technology needs.

2. Develop an improved process for recruiting open positions, especially skilled and difficult to fill positions. Seek to improve diversity of applicants for open positions.
3. Develop written onboarding and offboarding processes that enable pertinent City staff to have access to information that impacts their functional area (i.e., Finance, Information Technology, etc.).
4. Digitize employee records to enhance ease of access to information within the Human Resources department.
5. Develop and implement a City-wide performance evaluation system.
6. Provide consultation to the City Manager and City departments concerning human resources matters as needed or requested.
7. Provide support to City employees on human resources matters as needed or requested.
8. Continue to cross-train staff in payroll and other procedures to serve as back-up during absences.
9. Research technology solutions to improve efficiencies in processing payroll.
10. Research human resources information systems (HRIS) to improve employee management efficiencies.
11. Attend and facilitate staff trainings, conferences and continuing education classes as budget permits.
  - a. Schedule relevant training for supervisory and non-supervisory employees.
  - b. Schedule Human Resources staff to attend Public Employment Law updates offered through the UNC School of Government (SOG) and North Carolina League of Municipalities (NCLM) when available.
  - c. Attend retirement, personnel and insurance meetings, when possible, for updated information to benefit the City.
12. Continue to work with the Wellness Committee to enhance the City's current Wellness Program.
13. Ensure a successful City health insurance renewal for Fiscal Year 2024-25.
  - a. Serve as liaison with broker, health insurance carrier and City employees to implement changes to the City's health insurance plan, including Health Reimbursement Account (HRA) and Flexible Spending Account (FSA) plans, as needed.
  - b. Communicate and discuss potential options with the City Manager.

- c. Monitor and analyze health insurance claims data throughout the year in consultation with broker.
- 14. Stay abreast of benefit trends among public and private sector employers and measures taken to maintain competitiveness and affordability of benefits.
- 15. Work with the Fire Department to develop annual safety trainings and protocols for City employees.
- 16. Prepare and distribute Compensation Statements to all employees prior to the Fiscal Year 2024-25 cost of living increase.
- 17. Develop career ladders and/or incentive programs to benefit employee growth and value to the organization.
- 18. Encourage employee participation in the Building Integrated Communities Language Access Plan (LAP) to enhance employees' experiences with customers of limited English proficiency.
  - a. Incentivize second language proficiency among employees.
  - b. Provide employees with training on the basic tenets of the LAP and how to access resources when interacting with limited English proficiency customers.
- 19. Develop succession plans with department heads and supervisors to ensure continuity of operations within departments.

### **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 Gov Deals.
- 3. Continue efforts to maintain knowledgeable and well-trained staff.
  - a. Continue training Warehouse Manager on Purchasing Policy, bidding laws, and procedures.
  - b. Consult with UNC School of Government when necessary to determine proper purchasing procedures.
    - a. Attend local UNC School of Government sponsored training.
- 4. Continue use of budget control procedures to ensure 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
- 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. Continue to 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 Information Technology Director and Information Technology Systems Specialist to:
  - a. Provide support for City of Marion and Police Department websites.
  - b. Continue to ensure DCI, PCI, and other security standards among all departments.
  - c. Monitor and maintain all servers, routers and other equipment with the least disruption to day to day operations as possible.
  - d. Continue to compile a computer/electronic equipment replacement plan to assist departments in budgeting.
  - e. Monitor and update computer anti-virus programs and firewalls to ensure every City computer is adequately protected.
  - f. Provide day to day technology assistance, troubleshooting and repairs as needed to keep City computers working optimally.
  - g. Expand City Hall phone system to include the Fire Department and the Water Treatment Plant.
  - h. Install new RMS server at the Police Department.
  - i. Hire additional Information Technology (IT) staff and expand IT Department facility.
  - j. Continue KnowBe4 training for all employees and continue to develop IT policies, as needed or required.
  - k. Install a new camera system at the Police Department, if approved in the Fiscal Year 2024-25 Budget.

1. Implement work order and asset management systems for IT systems.
- m. Assist McDowell County Emergency Management and the Police Department with festival surveillance and security.
- n. Assist Marion ABC stores with computer, camera, and printer upgrades as needed.
- o. Upgrade door access control at the Fire Department.
- n. Keep City Manager informed regarding the City's IT issues and needs, and trends in public sector IT.
- o. Continue to represent the City on the Connect McDowell Broadband Committee.

### **Planning and Development Services**

1. Planning Department to continue to develop and maintain GIS information to deploy online and across departments through integrated business applications.
2. Planning Department continue to improve interdepartmental OMS system to manage utility maintenance, infrastructure installation, and accurate GIS records.
3. Department staff to review and make recommendations on updates to department information on all City media channels as necessary to provide information on department services.
4. Planning and Development Department to implement OpenGov permitting, licensing, code enforcement business solution for the department and develop an implementation plan to onboard other departments to use software for permitting, licensing, and code enforcement needs.
5. Planning and Development Department to digitize all development records and transition to 100% paperless system by the end of Fiscal Year 2024-25.
6. Planning and Development Department Staff to meet with Police Department staff to identify solutions and provide recommendations for the mitigation of environmental hazards and nuisances associated with homelessness.
7. City Planner/Development Review Administrator to interface with the public to respond to Unified Development Ordinance and all utility and infrastructure standards and specifications and questions and review applications for compliance.
8. Building Inspector I/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.
9. City Planner/Development Review Administrator to serve on the Keep McDowell Beautiful Board and work on beautification projects that improve the quality of life for Marion residents

including, but not limited to, adopt-a-street, gardens, and environmental enhancement projects.

10. City Planner/Development Review Administrator to serve as the liaison to the Tree Board and will be responsible for coordinating all Tree Board meetings, Arbor Day activities, submitting reports to the Arbor Day Foundation and maintaining the City's status as a Tree City USA.
11. City Planner/Development Review Administrator to attend continuing education through NCAPA and/or other training opportunities to maintain CZO certification.
12. Permit Coordinator to notify all property owners of annual off-premise sign and mobile food vendor permit renewals and process payments as they come in.
13. Planning and Development Director will serve as Secretary to the Board of Adjustment, which will carry out all of the quasi-judicial functions of the City.
14. Planning and Development Director to serve as Secretary to the Planning Board and work with the Board on comprehensive improvements to the Unified Development 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.
15. Planning and Development Director to serve as Secretary to the Historic Preservation Commission, Housing Appeals Board and other development review boards established in the City Code.
16. Planning and Development Director to attend NCAPA/APA conferences and other training seminars.
17. Chief Building Official to train and supervise Building Inspector I position.
18. Building Inspector I/Code Enforcement Officer, or other staff as authorized, to identify and conduct inspections of unsafe or dilapidated structures.
19. Building Inspector I/Code Enforcement Officer to seek voluntary compliance and clearance of dilapidated structures by property owners.
20. Chief Building Official to continue to monitor buildings identified on the City priority list to get the owners to rehabilitate, repair or remove the buildings.
  - a. Chief Building Official to keep Planning and Development Director informed of progress and recommend further action by the City.
  - b. Planning and Development Director to make recommendations to the City Manager and City Council to condemn unsafe or dilapidated structures and have such structures demolished or repaired by property owners, or take abatement action.

- c. Chief Building Official, or other staff as authorized, shall notify property owners of unsafe or dilapidated structures, hold administrative 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.
- 21. All Inspection Staff to monitor City on a frequent basis to make sure permits are obtained for work within the City, as required by law.
- 22. Chief Building Official to attend NCBIA conference and other training seminars.
- 23. Chief Building Official to coordinate all inspection activities as part of the renewed ISO Rating evaluation for the Building Inspections.
- 24. City Planner/Development Review Administrator to receive training in floodplain management through the North Carolina Division of Emergency Management.
- 25. Building Inspector I to work toward obtaining Level I certification from the N.C. Department of Insurance in the electrical trade.
- 26. Planning and Development Director to work with local non-profit organizations and other agencies to improve the quality and stock of fair, safe and affordable housing.
- 27. Planning and Development Director to work with Marion Business Association and other partner organizations to expand economic development and marketing opportunities.
- 28. Planning and Development Director to serve as alternate to City Manager at McDowell Economic Development Association, McDowell Chamber of Commerce and Foothills Regional Commission Rural Transportation Planning Organization meetings.
- 29. Planning and Development Director to work with City Manager, Finance Director and other Department Heads to update the Strategic Plan for the City of Marion.
- 30. Planning and Development Director to work with McDowell Tourism Development Authority on implementation of the McDowell County Tourism Master Plan for Marion area projects.
- 31. Planning and Development Director to work with the McDowell Trails Association, Friends of Fonta Flora State Trail and other organizations to expand access to trails including, but not limited to, securing funding and construction implementation of the Peavine Rail Trail.
- 32. Planning and Development Director to be project manager for all public space planning and design projects including but not limited to streetscape and right-of-way enhancements, wayfinding signage, parks, trails and greenways.
- 33. Planning and Development Director to serve as the Project Manager for the Drexel Village at Marion Station and facilitate all activities associated with the cleanup of the site in accordance with requirements of the EPA and NCDEQ.

34. Planning Director and Development Review Administrator to attend National Brownfield Conference and Southeast Regional Brownfield Workshop.
35. Planning Staff to work with Community Forums and Other Community Organizations to promote community engagement and cultural affairs.
36. City Planner/Development Review Administrator to serve as project manager for the Building Integrated Communities (BIC) grant and facilitate implementation of the BIC Committee's recommendations of the Language Access Plan once adopted by City Council.
37. Planning and Development Director to support all planning and study efforts carried out by the Public Works Department.
38. Planning and Development Director will support efforts of the IT Department and other departments in planning the integration of software business solutions across departments as necessary.
39. Planning and Development Director to facilitate the annual Department Head and Marion Police Department Strategic Planning Retreats.
40. Planning and Development Director to manage West Henderson/Logan Street Streetscape Project if funding awarded by the NC Department of Commerce.
41. Planning and Development Director to work with the Public Works Department Streets Division on improvements and implementation of street beautification in the Central Business District.

## **Fire**

1. Seek to enhance fire education and prevention programs.
  - a. Continue to provide fire education programs to schools and community groups.
  - b. Continue fire prevention program with station tours.
  - c. Start a Community Fire Academy for adults to attend for community outreach.
2. Seek to enhance training of department personnel and maintain adequate staffing levels.
  - a. Increase available part-time engineers to help with paid staff time off.
  - b. Seek and develop training opportunities for full-time staff and volunteers.
  - c. Seek to increase the volunteer staffing levels.
  - d. Seek to maintain an adequate number of volunteers.

- e. Continue staff training to get personnel pumps, aerials and rescue certified.
- 3. Support continued improvement of fire inspection program, under supervision of the Chief Building Official, utilizing Fire Department staff with fire inspections certifications.
- 4. Continue to seek grant funding for major capital purchases.
  - a. Apply for the NC Office of State Fire Marshal Grant to fund Fire Camp held in conjunction with the McDowell High School CTE Program.
  - b. Seek and apply for any grants for Fire Department equipment for which the Fire Department will qualify.
- 5. Keep City Manager informed on the needs for staffing and major capital purchases well in advance of when equipment and staffing is needed.
- 6. Assist City Manager in communicating Fire Department needs and making presentations regarding Fire Department matters to the City Council, McDowell County Board of Commissioners and other groups or organizations, as needed or requested.
- 7. Fire Chief, Assistant Fire Chief and/or Fire Inspectors to work with the Chief Building Official and Planning and Development Department staff to assist with dilapidated housing program as needed or requested and monitor City periodically to maintain minimum housing standards set by the City.
- 8. Work with Planning and Development Department to ensure that that County tax records correctly reflect properties that are inside the Marion Area Fire District for taxation purposes.
- 9. 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.

10. 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.
11. Ensure that first responders are adequately trained and certified.
12. Obtain Heavy Rescue Certification.
13. 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.
14. Maintain standards of the North Carolina Department of Insurance to ensure successful re-ratings of the City and the Marion Area Fire District in the future. Continue to work on ways to improve the rating for the City and Marion Area Fire District.
15. Assist City Manager in providing information and presentations to the City Council, Joint Utility Committee and McDowell County concerning Fire Department funding requests.

### **Police**

1. Partner with the residents of Marion to increase awareness of current crime trends and strengthen community relations.
  - a. Hold 7th Annual Citizens Police Academy in the spring of 2025.
  - b. Continue to attend and interact with Community Forums in the City.
  - c. Engage the public through downtown events, and social media.
  - d. Continue to evaluate other community outreach programs that connect the community and the Police Department (Coffee with a Cop, Front porch friends).
  - e. Involve and assign patrol supervisors with specific problem areas to address the needs of the community with their team of officers.
  - f. Involve patrol shifts in Community Forum meetings in the West Marion and Marion East areas.
  - g. Consider hosting a Citizens K-9 Academy in the Fall of 2024.

2. Improve school safety measures and relationships within schools in the City.
  - a. Continue to teach DARE Program for 5<sup>th</sup> and 8<sup>th</sup> grade students at public schools in the City.
  - b. Conduct and update site safety assessments at every school in the City.
  - c. Meet with the principal of each school in the City and McDowell County Schools Superintendent to share safety assessment results prior to the beginning of the school year.
  - d. Collaborate with McDowell Technical Community College and continue to improve safety measures on that campus through the newly established School Resource Officer.
  - e. Identify students from each school to attend the annual Take a Kid Fishing event.
3. Enhance Social Media Outreach to educate the public on new laws and local ordinances.
  - a. Respond to all animal complaints and pick up loose animals.
  - b. Monitor downtown parking on a daily basis.
  - c. Utilize social media, news releases, the department website, and the City Channel to share videos or updates to laws and ordinances.
  - d. Consider adding a Chief's Message once per quarter.
4. Implement mobile field reporting for patrol officers.
  - a. Establish guidelines for mobile field reporting to reduce the time spent at the department completing reports.
  - b. Purchase a separate printer specifically for the field reports.
  - c. Implement the process with the City Information Technology Department.
  - d. Monitor this process on a monthly basis to ensure accuracy.
5. Improve internal and external technology and training needs.
  - a. Implement newly purchased Flock LPR Cameras in at least 4 locations
  - b. Evaluate a new crash diagramming package for completion of crash reports

- c. Evaluate other systems and the latest technology to improve the Field Training Program.
- d. Create a Field Training Program for newly promoted Sergeants.
- e. Purchase and implement AXON Auto-Transcribe for investigations.
- f. Install a crash diagramming package on in car computers for greater officer efficiency in the field.

6. Work with the department's Training Coordinator to ensure that all officers are properly trained and equipped to respond to all situations.

- a. Establish a training and protocol for responding to large civil unrest situations with a Mobile Field Force.
- b. Establish an additional less-lethal option for Patrol Sergeants in the form of bean bag round capable shotguns.
- c. Enroll a General Instructor into Expandable Baton Train the Trainer Program for recertification.
- d. Ensure that every officer receives de-escalation training in addition to what is required by the North Carolina Training and Standards Commission.
- e. Complete all yearly in-service training as required by the North Carolina Training and Standards Commission.
- f. Continue to enroll supervisors in Leadership training.
- g. Enroll Sergeants in Police Law Institute Training (PLI).
- h. Work with Planning Director to familiarize the Police Department with Planning staff initiatives, such as combatting homelessness and addressing dilapidated housing, that impact neighborhoods.

7. Complete the North Carolina League State Law Enforcement Agency Accreditation

- a. Complete the internal Risk Review Assessment and update policies and standards, as needed.
- b. Contact the North Carolina Accreditation Committee to conduct the on-site assessment when prepared to do so.
- c. Receive approval as a certified North Carolina Law Enforcement Agency.

8. Reduce the number of motor vehicle crashes and injuries within the City limits.

- a. Continue education and enforcement in the downtown area regarding pedestrian safety.
- b. Educate the public on high crash locations.
- c. Conduct targeted enforcement in residential and high crash areas.
- d. Utilize the radar signs in different locations as a deterrent to speeding.
- e. Participate in all Highway Safety campaigns throughout the year.
- f. Utilize the newly funded traffic position to lead educational and enforcement events.
- g. Continue quarterly enforcement days to focus on problematic areas.
- h. Consider holding car seat safety check at public events such as National Night Out.

9. Recruit and retain quality Police Officers.

- a. Establish a competitive salary and benefits package in the FY 2024-2025 Budget.
- b. Continue to diversify the Police Department through active recruiting.
- c. Ensure that social media outreach, literature, videos and other recruiting tools are current, with pay and benefit examples included.
- d. Work with the community to encourage individuals to attend Basic Law Enforcement Training (BLET) and start a career with the Police Department.
- e. Hire at least two new recruits/officers to replace those officers who will retire in 2024.
- f. Consider hosting an Open House event at the Police Department for potential applicants.
- g. Continue internship programs through the High School and colleges.
- h. Continue to hire and send a new recruit through Basic Law Enforcement Training (BLET), with said training paid by the City.
- i. Continue to recognize officers publicly for extra efforts (Region C, City Council, Social Media, etc.)
- j. Evaluate the need for additional officer wellness programs (Responder Support Services, Emotional Survival, etc.).
- k. Evaluate the need for additional personnel to distribute call volume.

1. Consider a hiring bonus to recruit applicants.
10. Continue to implement proactive strategies to address illegal narcotic use within the City limits.
  - a. Conduct educational trainings at businesses, schools and other places of employment when feasible.
  - b. Identify known narcotics dealers and problem locations within the City.
  - c. Work with both of the Narcotic Investigators to ensure proactive measures are being taken against illegal narcotics.
  - d. Attend monthly substance abuse meetings to continue and enhance community partnerships.
  - e. Continue to work with the McDowell County Sheriff's Office on County wide enforcement.
  - f. Ensure that information is flowing from the Narcotics Division to the Patrol Division through effective communication.
  - g. Evaluate the need to have Investigators and Narcotics Officers work a different or later shift as necessary.
  - h. Establish a fentanyl preventative exposure protocol/ policy for responding officers.
  - i. Continue to track Narcotics Investigator data to ensure equal coverage in the city and county.
11. Continue to work with the Department's imbedded Peer Support Specialist Program to reduce overdoses, homelessness and mental health issues.
  - a. Refer individuals in need to Peer Support through the department referral process.
  - b. Continue to communicate with Peer Support and Care Reach periodically.
  - c. Identify and put into motion a policy and procedure for calls to which the Peer Support Specialist can safely respond.
  - d. Collect and compile data on the Peer Support Program successes for continuation.
12. Implement new weapons systems if approved in the Fiscal Year 24-25 Budget to avoid ammunition delays.
  - a. Purchase new Sig Sauer 9mm handguns to replace 357 handguns.

- b. Conduct trade-ins and purchase of existing weapons systems to help offset cost.
  - c. Train and qualify all officers on new weapons systems.
13. Conduct at least three evidence inventory audits through the year.
  - a. Identify personnel to assist the Evidence Technician.
  - b. Designate the time frame for completion.
  - c. Identify and correct any issues that arise from the audits.
14. Complete maintenance on hard copy record storage.
  - a. Utilize the State Archives Retention Schedule for disposal of outdated records.
  - b. Organize retained documents.
  - c. Research and evaluate the need for digital implementation of hard copy records.

## **Public Works Administration**

1. Fill the vacant Assistant Public Works Director position (if not filled by July 1, 2024).
  - Offer hiring bonus or other incentive if approved.
  - Consider using recruiting service if approved.
2. Provide technical advice and assistance to the City Manager regarding the improvement of City owned properties, streets, and utilities, as requested.
3. 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 2024-25 includes:
  - Complete Phase 1 of Design (30% Plans) for Baldwin Avenue Sidewalk Extension
  - South Garden Street Reconstruction (State Street to Spring Street)
  - Ridge Street Reconstruction (if approved and funded)
  - Streets Corrective Maintenance Project (Streets from Table 5 of 2021 Pavement Condition Survey)
  - Construction of an approximate 1,500 SF building on the Public Works campus (if funded in the Fiscal Year 2024-25 City budget)

- Phase 1 (Risk Based Assessment) of Surface Disposal Unit Site Assessment Project, as required by NCDEQ
- Removal and assessment of underground fuel storage tank from Surface Disposal Unit, as required by NCDEQ
- Clinchfield Sewer Basin Rehabilitation (Initiate construction during FY 2024-25 after authority to award is received and construction contracts are executed). Assist engineering firm and provide data, information, and plan review as requested.
- Lead and Copper Rule Revisions Compliance Project – Ensure required service line inventory is submitted by October 16, 2024, to comply with the revisions to the Federal Lead and Copper Rules for Water Systems [40 CFR 141.84(a)].
- Sewer Asset Inventory and Assessment Grant Project – Must be closed out by June 15, 2025 and is anticipated to be closed out by December 31, 2024.
- Water and Sewer Improvements Project (allocation from NC General Assembly for water and wastewater projects through the NCDEQ). To date, the proposed project includes:
  - East Court Street Sewer Replacement
  - Finley Road Wastewater Pump Station Repair or Replacement
  - Drexel Property Sewer Rehabilitation or Replacement
  - South Garden and South Main Street Sewer Replacement
  - Replacement of specified water lines under US 221 North
  - Buck Creek Water Intake Improvements

4. Provide administrative guidance and managerial support to the Fleet Maintenance, Street, Sanitation, Utility Maintenance, Water Treatment Plant and Wastewater Treatment Plant divisions of Public Works.
5. Work closely with the Water Treatment Plant Superintendent and the Utility Maintenance Superintendent to identify all water system performance deficiencies, improve water system operations, reduce unaccounted for water, and identify capital improvement needs.
6. Work closely with the Wastewater Treatment Superintendent and the Utility Maintenance Superintendent to identify all wastewater system deficiencies, ensure compliance with all State regulations, improve operations and identify capital improvement needs. Continuing to identify and reduce inflow and infiltration into the Wastewater Collection System is a priority for Fiscal Year 2024-25.
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. Ensure all requirements of the City-wide and departmental safety programs are met by all divisions of Public Works. Make improvements to the departmental safety program where necessary.
10. Seek and budget for training opportunities for personnel.
11. Continue to place strong emphasis on succession planning.
12. Complete all required State and Federal reports (i.e., Powell Bill Certified Statement, permit renewals, annual environmental reports, etc.).
13. Write bid specifications for the purchase of services and equipment for the department.
14. Review and approve utility plans for planned development, NCDOT Transportation Improvement Program projects, McDowell County projects, etc.
15. Update and revise the Technical Specifications Manual for the Water Distribution and Wastewater Collection Systems.
16. Create a Technical Specifications Manual with standard details for Street Infrastructure.
17. Assist and provide guidance and support for the installation and implementation of the Fleet Maintenance module of the OpenGov Asset/Work Order Management software (if funded in the Fiscal Year 2024-25 City budget)

### **Streets**

1. Continue to operate efficiently and professionally and continually seek ways to improve production, efficiency, and quality of work.
2. Continue to encourage and practice the cross-training of employees to the greatest extent practicable.
3. Continue to complete all assigned projects in a timely manner and in accordance with all specifications. To date, the projects planned for Fiscal Year 2024-25 are as follows:
  - Complete as many of the remaining items listed in Table 8 of the 2021 City of Marion Pavement Condition Survey as is practicable. Approximately 40% of the items were completed during FY 2023-24.
  - Complete needed shoulder work and curb repairs on Morehead Road, Broad Street, and Willow Street.

- Repair broken storm drain at the Public Works Facility.
- Make needed storm drain repairs at the Wastewater Treatment Plant.
- Reset and level brick pavers in various locations on Main Street.

4. Continue to maintain high standards for the appearance of the downtown streetscape. Do not allow trash, cigarette butts, debris, etc. to accumulate on the streets or crosswalks. Keep the sidewalks as weed-free as possible. Use weed killer as necessary. Pull up weeds as necessary. Pressure wash the sidewalks as needed.

5. Assess all crosswalks, stop bars, parking spaces, and other pavement markings and paint as necessary.

6. Thoroughly inspect each phase of every project, whether the project is being completed by a contractor or with City forces, and ensure work is done to specifications before invoices are approved for payment.

7. Communicate to NCDOT needed repairs and improvements on State maintained roads.

8. Maintain good working relationship and communication with local utility companies and NCDOT.

9. Assist other departments with maintenance projects as needed or assigned.

10. Continue to improve the 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 provide comprehensive on-the-job training. Specifically, for FY 2024-25, additional training is needed for the Right of Way crew, as every employee on that crew is relatively new to the job. Continue to encourage the professional growth of the employees of the department. Place strong emphasis on succession planning.

12. Continue to maintain high standards for the appearance of City Right-of-Ways (ROW). Check behind the ROW mowing contractor routinely and ensure that the terms of the contract are being met. Utilize Community Service Workers and volunteer organizations, when available, for picking up trash in ROWs or completing needed projects.

13. Continue to maintain high standards for the appearance of the landscaped areas. Check behind the landscape contractor routinely and ensure that the landscaped areas are being maintained properly and in accordance with the contract.

14. Sweep all downtown streets at least once per week and all other streets at least once per month. 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. Continue to remove snow and ice expeditiously during winter weather events.
16. Evaluate storm drain systems during rain events and make repairs as necessary.
17. Continue to operate the Yard Waste Facility (old Wastewater Treatment Plant property) in compliance with NCDEQ regulations. Submit the annual Yard Waste Notification – Facility Renewal Request by June 1, 2025.

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

1. Continue to maintain high standards for the appearance of all neighborhood parks and the Community Building Park. Remove graffiti expeditiously. Continue cleaning parks and removing trash daily.
2. Periodically evaluate all parks, the Depot, and the Community Building for safety issues. Perform park safety inspections in accordance with the established park inspection program. If any safety issues are discovered, correct them immediately.
3. Continue to evaluate the security of all City owned buildings and property.
4. Continue to complete all assigned projects in a timely manner and in accordance with all specifications. To date, projects planned for Fiscal Year 2024-25 are as follows:
  - West Marion Park Improvements (if funded in the Fiscal Year 2024-25 City budget)
    - Replace failed drainage systems within the park
    - Replace all play equipment
5. Continue to maintain high standards for the appearance of the Joseph McDowell Historical Catawba Greenway and the Mount Ida Wilderness Area. Periodically evaluate both areas for safety issues. If any safety issues are discovered, correct them immediately.
6. Continue to maintain high standards for the condition and appearance of the Peavine Trail by cutting back growth that encroaches upon the trail and by replenishing screenings as necessary. 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. Continue to maintain high standards for the appearance of Oak Grove Cemetery and Morehead Cemetery. Check behind the mowing contractors regularly and ensure that the terms of both contracts are being met.

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. Check the mausoleum/columbarium area daily (Monday through Friday) for cleanliness and remove any trash or debris that is present.
5. Inspect the mausoleums and columbarium weekly for stains, mildew, discoloration, weeds, and loose slabs of marble. Clean marble and brick with designated chemical as necessary. Remove weeds when found. Pressure wash concrete areas as needed. Remove and replace any loose slabs of marble expeditiously.
6. Paint hand rails in Oak Grove Cemetery during FY 2024-25.

### **Sanitation**

1. Continue to maintain high standards for customer satisfaction. All reports of missed garbage or recycling pickup should be thoroughly investigated by the Sanitation Superintendent expeditiously. If a problem or concerning trend is detected, a solution to keep the problem from occurring again should be implemented.
2. Continue to encourage and require employees of the Sanitation Division to communicate with the public in a positive and professional manner.
3. Ensure that Sanitation vehicles are cleaned as needed to maintain good appearance, which promotes a more positive and professional image. At minimum, the pickup trucks should be thoroughly cleaned once per week and the front end loader should be cleaned daily. More frequent cleanings should be performed if necessary.
4. Continue to work closely with the McDowell County Solid Waste Department on the processing of recycled cardboard.
5. Evaluate all services provided by the Sanitation Division to ensure that they are provided as efficiently as possible.
6. Evaluate current City Ordinances, policies and procedures regarding garbage collection, street trash collection, brush collection, and recycling. Suggest changes or amendments when necessary.
7. 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.
8. Continue to monitor the appearance of all City owned refuse containers and repaint/repair/replace as needed.

9. Evaluate the stenciled lettering on the City owned dumpsters used for commercial accounts. The lettering should be the same on every dumpster and should discourage the general public from disposing of trash in the dumpster. Stencil or re-stencil dumpsters as necessary to provide consistency.
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. Complete and submit the Solid Waste Annual Report for Fiscal Year 2023-24 by September 1, 2024.

### **Fleet Maintenance**

1. Evaluate the fleet maintenance program and garage operations periodically to ensure fleet vehicles and equipment are being maintained as efficiently as possible.
2. Implement the Fleet Maintenance module of the OpenGov Asset/Work Order Management software (if funded in the Fiscal Year 2024-25 City budget).
3. Continue to evaluate the Fleet Rotation Plan and make changes to projections as needed to ensure that the document is as accurate as possible for budgeting and planning purposes.
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. Continue to keep the garage clean and free from safety hazards.
6. Ensure rotary lifts, pressure vessel, and all other equipment are inspected in accordance with OSHA standards.

### **Utility Maintenance**

1. Continue to determine water distribution system deficiencies and establish a prioritized list of needed repairs.
2. Continue to determine wastewater collection system deficiencies and establish a prioritized list of needed repairs.
3. Complete all assigned projects in a timely manner and in accordance with all specifications. To date, the projects planned for Fiscal Year 2024-25 are as follows:

- Water extension and fire hydrant installation off Sugar Hill Road at the area that was formerly the entrance to West Marion Business Park
- Replace grinder on the County Jail sewer line (if grinder is purchased by McDowell County)
- Assist with Clinchfield Sewer Basin Rehabilitation Project - Provide requested data and information in a timely manner
- Assist with Sewer AIA Grant Project - Provide requested data and information in a timely manner
- Assist with Lead and Copper Rule Revisions Compliance Project - Provide requested data and information in a timely manner

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. Continue to provide comprehensive on-the-job training and continue to encourage the professional growth of the employees of the division. Place strong emphasis on succession planning.
6. Continue to operate efficiently and professionally and continually seek ways to improve production, efficiency, and quality of work.
7. Perform 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.
8. Convert at least five percent of the large water meters that are currently manually read to radio read by June 30, 2025.
9. Continue finding and eliminating sources of inflow and infiltration (I&I) in the wastewater collection system. Noticeable progress was made on this during Fiscal Year 2023-24 and progress needs to continue, as the collection system still experiences a lot of I&I.
10. Maintain utility easements by cutting back vegetation and clearing as needed. All known right-of-ways were cleared to a manageable state during Fiscal Year 2023-24.
11. Make necessary improvements to the Fats, Oils, and Grease (FOG) program for the wastewater collection system.
12. Clean 10 miles (13%) of the gravity portion of the wastewater collection system during Fiscal Year 2024-25.

13. Operate and maintain all wastewater lift stations in compliance with the wastewater collection system permit.
14. Ensure that all preventative maintenance necessary for the wastewater lift stations is performed and well documented. A goal is to have all operational and/or maintenance problems that can be resolved without an additional appropriation of funds completed by June 30, 2025. Ensure that all necessary daily lift station inspections are performed and well documented.
15. Continue to assess all air relief valves on all pump lines. Replace those that are in poor condition.
16. Assess all painted and coated components at all wastewater lift stations and repaint/recoat where necessary for protection of the components and to improve aesthetics.
17. Assess capital needs of the wastewater lift stations and make recommendations as to needed repairs, replacements or upgrades.
18. Stay informed and apprised of regulations, reporting requirements, and changes imposed by regulatory authorities.
19. Work with Public Works Director and Wastewater Treatment Plant Superintendent to assess wastewater system capacity for planned development, connection inquiries, etc.
20. Work with Public Works Director and Water Treatment Plant Superintendent to assess water system capacity for planned development, connection inquiries, etc.
21. Continue to utilize the OpenGov (Cartograph) Asset/Work Order Management system and become more familiar with all of its capabilities. Utilize its capabilities to the greatest extent possible. Correct inaccurate information on the GIS maps when discovered and add information for service connections and other appurtenances. Train more Utility Maintenance personnel on how to use the system, as is practicable.

### **Water Treatment Plant**

1. Maintain complete compliance with the N.C. Public Water Supply Section System Permit and produce the highest quality drinking water possible.
2. Stay informed and apprised of changing rules, regulations and reporting requirements imposed by regulatory authorities.
3. Review and update the Emergency Response Plan (ERP). In compliance with the America's Water Infrastructure Act (AWIA), a documented review and update must be performed every five years.
4. Complete the annual Consumer Confidence Report on time and ensure accuracy of the report.

5. Collect and analyze all required samples to maintain compliance with the Safe Drinking Water Act.
6. Monitor conditions of all water intakes and notify Public Works Director and City Manager when water shortage response provisions need to be enacted based on the trigger conditions outlined in the Water Shortage Response Plan.
7. Continue to assess the efficiency of all operations at the Water Treatment Plant (WTP) and improve efficiency where possible.
8. Continue the testing of water at the McDowell County Water System entry point(s) and work closely with County employees on issues regarding their system.
9. Continue working to attain AWOP (Area Wide Optimization Program) recognition for turbidity removal and, if practical and affordable, explore expanding AWOP to the entire WTP operation.
10. Complete land application of residuals at the WTP.
  - a. Remove sludge from lagoons as necessary and land apply in accordance with the residuals management permit. Oversee the Land Application contractor and ensure that all permit requirements are met.
  - b. Assess the efficiency and compliance of the land application program and the currently contracted provider and determine if changes are warranted. If changes are needed, research alternatives and recommend solutions.
  - c. Ensure that the Land Application Annual Report is submitted to NCDEQ by March 1, 2025.
11. Ensure complete compliance with the WTP's NPDES discharge permit.
12. Continue to maintain WTP facilities in accordance with City standards and expectations.
  - a. Continue to make improvements to the condition and overall appearance of the WTP, intakes, and storage tanks.
  - b. Make improvements to the chlorine hoist station, sludge lagoon walkways, clearwell vents, alum storage tank, and exterior doors at the WTP
  - c. Make repairs to the access roads for the intakes as needed.
13. Continue to encourage the professional growth and training of the WTP employees. Provide comprehensive on-the-job training, especially for newer employees. Prioritize succession planning.

14. Continue to improve the employee safety training program. All training should be in compliance with the departmental safety program, City of Marion Safety Policy and all relevant OSHA standards. Ensure that the types of training and frequencies specified in the departmental safety program are met and documented. Ensure that the required Process Safety Management (PSM) program is up to date and being followed.
15. Submit the annual Tier II report by due date.
16. Complete all projects at the WTP and water intakes in a timely manner and in accordance with all specifications. Ensure that contractors comply with all contracts and specifications. To date, the projects planned for Fiscal Year 2024-25 are:
  - Replace roof on WTP building (if funded in the Fiscal Year 2024-25 City budget).
  - Replace two chlorine regulators and related appurtenances (if funded in the Fiscal Year 2024-25 City budget).
  - Replace two safety/eye wash shower stations (if funded in the Fiscal Year 2024-25 City budget).
  - Tank inspections and sediment removal from two 2MG storage tanks, one 1MG clearwell, and one 200,000 gallon clearwell (if funded in the Fiscal Year 2024-25 City budget).
17. Continue to work closely with the Utility Maintenance Division to identify and reduce unaccounted for water.
18. Assist with Lead and Copper Rule Revisions Compliance Project - Provide requested data and information in a timely manner.
19. Continue to maintain and upgrade the data acquisition system for monitoring the WTP.
20. Continue working with State, County and City personnel to ensure protection of the Buck Creek Watershed.

### **Wastewater Treatment Plant**

1. Operate the Wastewater Treatment Plant (WWTP) in complete compliance with the NPDES permit and produce the highest quality effluent possible.
2. Ensure all reports (internal reports and reports to regulatory agencies) are submitted on time and are error free.
3. Continue quality operation of the Laboratory.
  - a. Achieve 100 percent pass rate on proficiency testing and meet all requirements to maintain State certification.

- b. Follow all lab standard operating procedures to ensure accurate analysis and to minimize the need for re-testing.
  - c. Submit all lab reports on time and ensure they are accurate.
  - d. Ensure that sludge analysis for land application is performed on time.
  - e. Continue to maintain good communications with NCDEQ and state lab contacts.
  - f. Continue to maintain and replace equipment as needed to ensure accurate results.
- 4. Continue to improve operations and process control of the WWTP.
  - a. Reduce the high solids inventory in the WWTP.
  - b. Ensure that the current standard operating procedures are adequate for optimal plant performance and ensure that said procedures are being performed and well documented.
- 5. Continue to improve the maintenance program at the WWTP.
  - a. Ensure all required maintenance is performed and documented in accordance with the current maintenance program.
  - b. Review and revise the Maintenance Program as needed.
  - c. Repair and replace WWTP components as needed. Ensure that repairs and replacements are accomplished as cost effectively as possible.
  - d. Paint equipment as needed to protect against rust and to improve aesthetics.
  - e. Continue to improve the organization of the maintenance building at the WWTP.
- 6. Assess the capital needs of the WWTP and make prioritized recommendations as to needed repairs or replacement of process components.
- 7. Continue to complete land application of WWTP residuals in accordance with State requirements.
  - a. Oversee the Land Application contractor and ensure that all permit requirements are met.
  - b. Continue to evaluate permitted acreage and, if needed, add acreage.
  - c. Continue to evaluate land application program and research alternative management solutions.

- d. Ensure that the Land Application Annual Report is submitted to NCDEQ by March 1, 2025.
- 8. Continue to encourage the professional growth and training of the WWTP employees. Provide comprehensive on-the-job training, especially for newer employees. Prioritize succession planning.
- 9. Continue to encourage cross-training of the Operations and Maintenance Staff.
- 10. Stay informed and apprised of changing rules, regulations, and reporting requirements imposed by regulatory authorities.
- 11. Work with the Public Works Director and the Utility Maintenance Superintendent to assess system capacity for planned development, connection inquiries, etc.
- 12. Continue to improve the employee safety training program. All training should be in compliance with the departmental safety program, City of Marion Safety Policy and all relevant OSHA standards. Ensure that the types of training and frequencies specified in the departmental safety program are met and documented.
- 13. Submit annual Tier II report by due date.
- 14. Perform monitoring and maintenance of the inactive surface disposal units in compliance with the Surface Disposal Permit and the associated Operation and Maintenance Plan.
- 15. Assist with Phase 1 (Risk Based Assessment) of Surface Disposal Unit Site Assessment Project.
- 16. Assist with the WWTP portion of the Sewer AIA Grant Project – Submit data and information in a timely manner. Provide input and assist with preparation of the CIP items.
- 17. Complete all WWTP projects in a timely manner and in accordance with all specifications. Ensure that contractors comply with all contracts and specifications. To date, the projects planned for Fiscal Year 2024-25 are:
  - Electrical evaluation of Motor Control Center #6 (if funded in the Fiscal Year 2024-25 City budget).
  - Installation of Remote Terminal Unit on SCADA for aerators (if funded in the Fiscal Year 2024-25 City budget).
  - Replace one aerator in aeration basin (if funded in the Fiscal Year 2024-25 City budget).

- Install metal shed for backhoe and tractor storage (if funded in the Fiscal Year 2024-25 City budget).
- Install metal shed for aerator maintenance (if funded in the Fiscal Year 2024-25 City budget).