

# **City of Marion, Kentucky Goal Setting Report**

**July 17, 2017**

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**Mayor:**  
**Jared Byford**

**City Council:**  
**Don Arflack**  
**Mike Byford**  
**Dwight Sherer**  
**D'Anna Sallin**  
**Phyllis Sykes**  
**Darrin Tabor**

**City Staff:**  
**Adam Ledford, City Administrator**

**Approved: 10/16/2017**



# CITY OF MARION, KENTUCKY

## GOAL SETTING SESSION

### 2017

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# **CITY OF MARION, KENTUCKY**

## **GOAL SETTING SESSION**

### **2017**

#### **Introduction**

The City of Marion was in need of identifying goals and priorities in development of a capital plan. City administration was tasked to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify recent accomplishments, issues/trends/concerns, potential new initiatives/programs/policies, and suggestions to improve organizational effectiveness.
2. Conduct a goal-setting session with the Mayor, City Council, and community stakeholders.
3. Preparation of this final report.

#### **Goal Setting Work Session**

The Mayor, City Council and community stakeholders held a work session conducted by City administration on July 13, 2017. In attendance and participating at this meeting were Mayor Jared Byford, City Council Members Mike Byford, Don Arflack, D'Anna Sallin, Phyllis Sykes, Dwight Sherer, and Darrin Tabor, and City Administrator Adam Ledford. Also, in attendance and participating in the session were the following:

Ray O'Neal	Marion Chief of Police
Garry Gerard	Marion Maintenance Foreman
Greg Tabor	Marion Wastewater Operator
Terri Hart	Marion Code Enforcement Officer
Red Howton	Marion Fire Chief
Linda Schumann	City resident
Pam Enoch	Marion City Clerk
Melinda Gipson	Marion City Treasurer
Perry Newcom	Crittenden County Judge Executive
Brian Thomas	Marion Utility Director
Rebecca Rittenhouse	Field Representative, Governor of Kentucky
Jeff Black	Marion Water Operator
Daryl Tabor	The Crittenden Press Editor
Sarah Mink-Taylor	Marion E911 Coordinator
Elliot West	Local Business Owner

## **Major Accomplishments**

The following were identified as major accomplishments during the past two years:

- Moving forward with new sewer plant
- Hiring a new city administrator
- Fire truck replacement
- Carlisle Street sewer project
- Maintaining employee benefits to retain staff
- Building a farmer's market
- Taking steps to update laws to deal with dilapidated trailers
- Maintaining services with small quality staff
- Establishing elected involvement program
- Paying off fire station
- Establishing a new city employee handbook
- Newly elected officials
- CAD system for 911
- Maintaining low property taxes
- New snow removal equipment
- New budget working to make this better
- Continued upkeep of Main Street
- Improving water line system
- Extending sewer services
- Improving animal control process
- Conducting a goal setting session
- New E911 center
- New police officers
- Sidewalk improvements
- Police business security checks
- Economic development park
- Supporting city/county park
- Leland Ave resurface

## **Issues, Concerns, Trends and Opportunities**

The following were identified as issues, concerns, trends, and opportunities that may affect future city services, policies, finances, or operations:

- Derelict buildings/houses
- Junk & trash at properties
- City staff size too small
- Lack of economic development
- Lack of City staff certificate/leadership/ethics training
- City employee benefit reduction
- City staff salary freeze
- Street improvements
- Unkept yards
- City finances
- Lack of trained workforce
- Loss of population
- Need for housing
- Empty main street prosperities
- Lack of entertainment in town
- Miss-use of city monies for charities
- Updated parks & board
- Business transitioning
- Allocation of city resources
- Replace sewer plant
- High sewer rates
- Loss of jobs
- Need more hotel/motel
- Maintaining parks
- Storm sewer improvements
- Sanitary sewer system improvements
- 641/60 intersection improvement
- Need to offload unused City properties
- Illegal drugs
- Youth walking the streets
- Need more camping
- Aging population
- Repair sidewalks
- Lack of trained elected officials
- More street sweeping
- Future of chamber-main street
- City managing Riverview Park needs to end
- Privileged information leaked from E911
- Miss-use of other agency resources by the city (NCIC)
- Lack of cross-training at City
- Lack of accountability for some City employees

- Age of water treatment plant
- Need to adjust utility rates regularly
- Demolition of old wastewater treatment plant
- Upgrade police laptops
- water system improvements
- Code enforcement centralized under code, not some on police
- Update playground equipment
- New fire truck
- Fire department equipment updates
- Update City maintenance facility
- P&Z only a part time job
- Need for local NCIC
- Low quality education system
- Police response (slow)
- Too many prisoners in town
- Better library
- Full ordinance review and update
- Need for 4 lane highway
- City elected or staff benefiting from sales
- Country Club Drive condition
- Nonfunctional fire hydrants

### **On-Going Commitments**

The following were identified as on-going commitments for the upcoming 24-month period:

- Advocate to State on US 641 improvements
- Advocate to State on US 60 improvements
- Advocate to State on US 641/Country Club Drive bypass
- Sanitary sewer plant replacement project
- Developing economic development plan
- Implementing improvements to derelict properties
- Review code enforcement/property maintenance and enforcement regulations
- Upgrade city website

## **New Priority Projects, Programs, Policies, and Initiatives**

The participants reviewed potential projects, programs, policies, and initiatives for consideration and selected the following as new priorities for the upcoming 24-month period (in order of priority):

### **Major Priorities**

- Stronger Approach to Addressing the Local Drug Problem
- Review City Staff Size & Department Organization
- Increase Training Program

### **Intermediate Priorities**

- Update the City Water Plant
- Create a City Branding Program
- Address Conditions of Residential Properties
- Address Conditions of Commercial Properties
- Improve the Condition of the Storm Sewer System
- Improve the Condition of City Streets

### **Low Priorities**

- Improve the Condition of the Sanitary Sewer System

## **Organizational Effectiveness**

The participants reviewed a variety of ideas relating to improving organizational effectiveness to accomplish the selected goals and priorities. The following steps to improve organizational effectiveness received the most interest:

- Review of City staff size & department organization
- Increase training for staff and elected officials
- Develop stronger city communication with the public

**Note:** The agenda for the Goal Setting Session and the Preliminary Questionnaire are attached to this report as **Exhibits B** and **C**, respectively.

## **Final Comments**

It was a pleasure to facilitate the City of Marion goal setting process. I was extremely impressed with the level of cooperation expressed by the various individuals and groups attending the session.

It is important to note that the prioritization of projects and initiatives is not “cast in stone.” They can be modified as new circumstances may occur.

It is recommended that city administration follow up with an “action plan” for accomplishing the planning goals. The action plan would define the steps that would be needed to accomplish each goal, identify who is responsible for implementation, and

establish a timeline for accomplishment. The action plan should then be presented to the Mayor and City Council for review and approval. It is also recommended that administration review with the Mayor and City Council the status of implementing the goals on an annual basis.

Submitted by:

Charles Adam Ledford, City Administrator



Exhibit A

City of Marion  
Goal Setting Session – 2017

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**SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED**

- Housing revelation
- Downtown revitalization
- Street repairs
- Improved incentive package for business recruitment
- Improve benefits for City staff
- Street program
- Better use of tourism revenue for parks and other purposes
- Housing development program
- Increase building code enforcement
- Sidewalk repairs
- Stronger p&z rules
- Develop orientation program for elected officials
- Annexation
- CIP Development
- Update job descriptions
- Improve pay for City staff
- Storm sewer improvement program
- Revenue generating improvements
- Sturgis Road sidewalks
- Improved internal City safety program
- More homeowner pride
- Compensation for holiday pay to first response staff
- Charge for dispatching EMS & county
- Improve condition of City Lake area
- Update/create standard operating procedure for E911
- Update E911 resource list
- Rotating schedules in E911
- Tourism develop a sprinkler park
- Annual COLA adjustments to utilities rather than steps
- Add a certified lab at the water and/or sewer plants
- Updating police department
- Consider tax adjustments to improve finances
- Curb & gutter repair
- Website update
- Drug dogs
- Park staff position
- Need for Neighborhood Watch program

- Tougher rules on commercial signage
- Need an event center
- Tenant rights education
- Town hall meetings for topics
- Need for more dispatchers
- Need for uptown parking
- 641 Pothole repairs
- Comp time for staff
- Pay overtime for staff
- A new civic festival
- Update downtown sidewalks
- Improve communication
- Better City staff teamwork
- Identify City goals & priorities
- Commitment to CIP & goal setting session
- Engage citizens more
- Better teamwork between City & County
- City website
- Elected representatives should do more preparation for meetings
- City Facebook page
- Regular employee evaluations
- Application program for community requests
- Council report on committees at meetings
- Establish a quarterly newsletter
- Enlist more volunteers
- Departmental meetings on a regular basis
- Improve the pride
- Agree to disagree
- More personnel presence at city meetings
- Survey what people like and dislike about Marion
- Engage tourism from S. ILL.
- Limit public comments at council meetings
- Streamline E911 by eliminating non-department task
- Better delegation

**Exhibit B**

**MEETING NOTICE & AGENDA**

# **MARION CITY COUNCIL**

**Work Session (Goal Setting Program)**

**Thursday, July 13, 2017 – 5:00 p.m.**

**Marion Fire Station, 101 West Bellville Street, Marion, KY**

**SPECIAL MEETING**

Call to Order

**BUSINESS AGENDA**

1. Introductions and Opening Comments
  - Name, Tenure, and Background
2. General Overview of the Meeting and the Goal Setting Process
  - The Ground Rules for this session
3. Review Recent City Accomplishments
4. Review Issues, Concerns, Opportunities, and Trends
5. Identify On-Going Priorities
6. Programs, Policies, Projects and Initiatives
  - Review Results of Questionnaire
  - Explanations, clarifications, revisions, deletions, additions of Programs, Policies, Projects and Initiatives
  - Ranking of Priorities
7. Organizational Effectiveness
  - Review Results of Questionnaire
8. Questions, comments, and suggestions
9. Adjourn

**Exhibit C**

**CITY OF MARION  
GOAL SETTING SESSION – 2017**

**QUESTIONNAIRE**

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**INTRODUCTION**

The City of Marion's Goal Setting Session will be held on Friday, June 30, at the Crittenden County Ed-Tech Building. The purpose of the session will be to identify and prioritize the City's overall goals and objectives for the next three years.

In order to prepare for this session, you are requested to identify key issues and potential objectives that will be reviewed and discussed at the session. Please complete all sections of this questionnaire. If you need additional space, please feel free to attach additional page(s).

***Major Accomplishments***

Please list the major city accomplishments over the past two years. These accomplishments could be as large as a street project or as simple as a newly adopted city policy. The items do not need to be in any particular order.

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***Issues, Concerns, Trends, and Opportunities***

Please list specific issues, concerns, trends, and opportunities that affect future city services, policies, finances or operations (for example, loss of population, major new economic development success or resolving a policy question). You do not need to identify potential solutions to your concerns.

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***Significant Initiatives or Programs***

Please list any initiatives, programs or policies that you think the City should consider in the next three years (for example, downtown revitalization, updating employee job descriptions, adopting a policy on open burning, conducting an annexation study, reviewing water and sewer rates, etc.)

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***Organizational Effectiveness***

Please list several things that the Mayor/City Council and/or staff could do in the future to improve organizational effectiveness, decision-making process, teamwork and the ability to accomplish the City's stated goals and objectives.

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**RETURN OF QUESTIONNAIRE**

Please return this questionnaire to Adam Ledford by **Friday, June 30**

By person or mail: City of Marion, 217 South Main Street, Marion, KY 42064

Fax: (270)965-5235

Email: [aledford@marionky.gov](mailto:aledford@marionky.gov)

**2025-2030 CITY OF MARION FIVE-YEAR CAPITAL OUTLAY**

**GENERAL FUND**

Asset Description	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Admin - City Hall HVAC	\$ 20,000			\$ 20,000	
Admin - Computer/Tech Upgrades	\$ 2,000	\$ 5,000	\$ 1,000	\$ 1,000	\$ 1,000
Admin - Facility Improvements (Floors & Painting)		\$ 30,000			
Fire - Equipment	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
Fire - Truck	\$ 50,000				
Fire - Computer/Tech Upgrades		\$ 1,000			
Parks & Trails		\$ 100,000			
Police - Tactical Gear	\$ 40,000				
Police - Vehicles (Shared with ABC)		\$ 25,000		\$ 25,000	
Police - Computer/Tech Upgrades		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Public Works - Mowers		\$ 15,000			\$ 15,000
Public Works - Street Sweeper/Leaf Vacuum/Jetter			\$ 265,000		
Public Works- Truck		\$ 35,000			\$ 35,000
<b>TOTAL</b>	<b>\$ 123,000</b>	<b>\$ 223,000</b>	<b>\$ 278,000</b>	<b>\$ 58,000</b>	<b>\$ 63,000</b>

**MUNICIPAL AID**

Asset Description	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Paving Project	\$160,000			\$160,000	
<b>GENERAL FUND TOTAL</b>	<b>\$ 283,000</b>	<b>\$ 223,000</b>	<b>\$ 278,000</b>	<b>\$ 218,000</b>	<b>\$ 63,000</b>

State Street Aid Fund	\$ 160,000			\$ 160,000	
Fire Grant (FEMA or other)	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000
Police Grants	\$40,000				
Recreation Grant		\$ 50,000			

<b>General Fund Outlay</b>	<b>\$ 72,000</b>	<b>\$ 162,000</b>	<b>\$ 267,000</b>	<b>\$ 47,000</b>	<b>\$ 52,000</b>
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**ABC FUND**

Asset Description	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Police - Vehicles (Shared with GF)		\$25,000		\$25,000	
<b>ABC FUND TOTAL</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>

<b>ABC Fund Outlay</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>
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**WATER/SEWER FUND**

Asset Description	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30
Water - Meter& Water Line Replacement Project	\$1,000,000				
Water - Computer/Tech Updates		\$1,000			
Sewer - Computer/Tech Updates					\$2,000
Sewer - Pump Station Updates		\$50,000			\$25,000
Water -US60 East Line Replacement Project		\$1,180,000			
Water - Emergency Generators		\$500,000			
Water - Clearwell & E. Depot Line Replacement Project		\$1,500,000			
Water - Lake George Rehab Project		\$100,000	\$200,000	\$250,000	
Water - City Lake Dredging		\$250,000			
Water - Transition Plant to Transfer Service					\$750,000
Sewer - KY91 Pump Station Rehab					\$125,000
Water - Water Tower/Tank Rehab					\$680,000
<b>WATER/SEWER FUND TOTAL</b>	<b>\$1,000,000</b>	<b>\$3,581,000</b>	<b>\$200,000</b>	<b>\$250,000</b>	<b>\$1,582,000</b>

State & Federal Grant (Partial or Full Funding In Place)	\$1,000,000	\$2,502,000	\$180,000		
State & Federal Grant (Not Currently Funded)		\$675,000		\$225,000	\$1,287,000

<b>Water/Sewer Fund Outlay</b>	<b>\$0</b>	<b>\$404,000</b>	<b>\$20,000</b>	<b>\$25,000</b>	<b>\$295,000</b>
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<b>Board Appointments - Voting</b>	
2	Marion Revolving Loan Committee (as needed)

<b>Board Appointments - Non Voting</b>	
1	City/County Park Board (monthly)
1	Drug Coalition
1	Economic Development Corporation (monthly)
1	250th Celebration Committee (as needed)
1	Crittenden 911E Commission (monthly)
1	Crittenden KU Extension (monthly)
1	Crittenden County Fiscal Court (monthly)
1	Marion Tourism Commission (monthly)
1	Code Enforcement Committee (monthly)
1	Marion Planning & Zoning Commission (monthly)
1	City/County Airport Commission (monthly)
1	Marion Chamber Main Street Board (monthly)
1	Marion Board of Adjustment (as needed)

<b>Committee Appointments</b>	
3	Police
3	Street & Alley
3	Fire
3	Safety
3	Water
3	Sewer
3	Finance

Name: \_\_\_\_\_

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<b>Committee Appointments</b>	
3	Police
3	Street & Alley
3	Fire
3	Safety
3	Water
3	Sewer
3	Finance

Name: \_\_\_\_\_



## **City of Marion**

### **Budget Procedures and Budget Meetings for the 2026-2027 Fiscal Year**

#### ***All Dates and Times are Subject to Modification***

- **January 2026 – Initial Preparation.**  
The city administrator will submit a calendar for the 2026-27 Budget. Department heads and appendage boards/commissions to receive capital, and o & m budget documents by end of month.
- **February 2026 – Internal Preparation.**  
The city administrator will meet with department heads and appendage boards/commissions to review current year spending and propose 2026-2027 spending and capital recommendations by end of the month.
- **February 16, 2026 – 4:00 p.m. Budget Workshop.**  
The city administrator will host an open public workshop and invite people to attend and share their interest in the upcoming fiscal budget.
- **March 2026 – Internal Finalization.**  
The city administrator will finalize internal plans with department heads and appendage boards/commissions to submit a consolidated budget subject to any delays in retirement, healthcare, or legislative action.
- **April 2026 – Budget Workshop.**  
The city administrator will present budget assumptions to finance committee. Additional budget workshops will be held as needed.
- **May 4, 2026 – 6:00 p.m. Special Council Meeting.**  
The council members will be presented with the proposed 2026-27 budget for review. Additionally, the council members will be presented with a 5-year capital outlay plan for consideration.
- **May 7, 2026 – Publication of Proposed Budget & Hearing.**  
The statutorily required elements of the budget proposal are run in the local paper.
- **May 18, 2026 – Public Hearing & First Reading.**  
As part of the regular council meeting, the city will conduct a budget public hearing. It will then consider First Reading of the 2026-2027 Budget Ordinance.
- **June 15, 2026 – Council Meeting.**  
The final reading of the 2026-2027 Budget Ordinance will be presented to Marion City Council for approval.
- **June 18, 2026 – Publication.**  
The publication of the approved budget is run in the local paper.



## **Crittenden County State Capital Visit Schedule**

- Legislators - Senator's Howell and Carroll, Representative's Gooch and Bridges
- Energy and Environment Cab/DOW - Director Sarah Marshall and others
- Cabinet for Econ. Dev. - Amy Bowman and others
- KYTC - TBD

**Please share any suggestions for topics you wish to include on the visit.**