

2025 Action Plan

Finance

- Create and Adopt FY2026 Budget
- Complete the FY 2025 Audit
- Create and Adopt 2026-2031 CIP
- Review existing Property and Liability Insurance program
- Develop and implement a minimum cash reserve policy for FiberNet
- Review the Purchasing Ordinance and Policy
- Review current Utility Bill Format for potential redesign
- Review customer on-line payment interface and software program
- Examine and improve customer outage and response interface and functionality
- Complete and Implement new Cost Allocation Plan
- Complete and Implement LDFA Public Safety funding agreement

Clerk

- Update the FOIA policy and procedures
- Update and implement the Records Retention Policy and Program
- Complete the Ward Reapportionment Process
- Implement the video and audio recording of all Boards and Commission meetings

Police

- Evaluate and Improve the Code Enforcement Program
 - Increase proactive enforcements
 - Evaluate adding part-time Code Enforcement Officer
- Improve the School Resource Officer Program
 - Renew Contract with Marshall Public Schools
 - Increase training opportunities
 - Assist in implementation of Handle with Care Program
- Research and implement a Drone program
- Increase Traffic Enforcement Efforts
- Develop and Implement a community camera program
- Evaluate and research camera and body camera systems for replacement
- Improve Community Engagement Efforts
 - Implement Versaterm Community Engagement Software
 - Continue to improve upon our community training program and events

Fire

- Reduce ISO rating to a 3 or lower
- Implement a resident door-to-door free smoke detector installation program
- Continue Advanced Training Programs
 - Hazardous Materials Technician, Premier Swift Water Rescue, etc.
- Continue working with Ford to properly prepare for BlueOval LFP battery manufacturing
- Certify (FF I&II) and train new Part-Paid On-call Employees

- Continue Training and fostering Partnerships with surrounding Fire Department agencies

Safety

- Continue monthly Safety Program and annual Safety Day
- Continue to work with the Employee Events Committee to improve interdepartmental relationships and morale

Public Services

- Complete Verona Road- West Drive construction project
- Continue development and oversight of the MAJOR Campus utility extension
- Establish MAJOR Campus Stormwater System Operations and Maintenance Plan
- Complete tree planting program and achieve Tree City USA certification
- Complete Tree Inventory, Tree Assessment, and Maintenance Program
- Complete detailed laser scan and coat basin of the Brooks Memorial Fountain
- Continue lead service line inventory and replacements program
- Establish sewer pipe assessment program and sewer collection model
- Complete the Cosmopolitan Watermain construction project
- Complete Valley View I and Neighborhood Sidewalk construction projects
- Review Citywide Rubbish contract and program
- Complete Risk and Resiliency, Emergency Response, Water Reliability and Asset Management plans for the water utility

Electric

- Electric System Reliability—meet or exceed 2024 SAIFI, SAIDI, CAIDI, ASAI
- Replace approximately 70 wooden poles
- Replace 500 electromechanical electric meters
- Maintain 92% or greater generating unit availability
- Generate at least 1,200,000 kWh from Marshall Hydroelectric Project
- Maintain competitive rates with Consumers Energy and DTE across all rate classes
- Achieve zero lost time accidents
- Develop and Implement Department Organization and Succession Plan

FiberNet

- Finalize Capital Improvement Plan for network components and infrastructure
- Develop and Implement Marketing and Sales program
- Develop and Implement Department Organization and Staffing Plan

Information Technology

- Replace the Citywide telephone system
- Review Citywide IT Services contract

Buildings and Grounds

- Complete a building needs assessment and maintenance plan for each of the city facilities

Community Development

- Update the City Master Plan including the Non-Motorized Master Plan
- Following the Completion of the Master Plan, review the Zoning Ordinance for updates
- Achieve Redevelopment Ready Community Certification
- Implement the downtown Traffic Calming Project in partnership with MDOT
- Complete the LDFA- Brooks Parcel Inventory update project
- Continue partnership with MAEDA and MEDC to develop the Marshall MAJOR Campus
- Continue Adaptive Reuse program for the upper floors in the downtown
- Continue Housing Development projects using NIA TIF and other incentives
- Investigate opportunities for retail cannabis facilities
- Complete the improvements to the Athletic Field Expansion/Eaton Park
- Pursue the construction of the River District pathway, signage and amenities
- Implement the revised sign ordinance
- Develop wayfinding signage plans for downtown businesses, City properties and points of interest.