



2025 Action Plan

End of Year Update

Finance

Create and Adopt FY2026 Budget

The FY2026 budget was adopted by City Council at its May 19, 2025, meeting, in accordance with the City Charter. The adopted budget is available on the City website.

Complete the FY 2025 Audit

The auditors presented the FY2025 audit at the December 15, 2025, City Council meeting. The City received an unmodified ("clean") opinion, the best possible audit outcome.

Create and Adopt 2026-2031 CIP

The CIP was developed by staff over several months and adopted by City Council following a public hearing on January 21, 2025.

Review existing Property and Liability Insurance program

An RFP was issued; however, the City received only one qualified response. Because coverage with the current provider extends through June 30, 2026, staff plans to use this additional time to re-issue the RFP.

Develop and implement a minimum cash reserve policy for FiberNet

City Council approved the FiberNet minimum cash reserve policy at its December 15, 2025, meeting.

Review the Purchasing Ordinance and Policy

Purchasing responsibilities are being transferred to a different staff member. Work on updating the ordinance and policy has begun and will be brought to City Council next year.

Review current Utility Bill Format for potential redesign

This effort has coincided with the transition of the customer online payment interface and related software.

Review customer on-line payment interface and software program

The City has agreed to transition from Point & Pay to BS&A Payments for our online and credit card payment processing. This move will result in a more seamless payment portal, as well as offering additional payment options (text reminders, text to pay, tap to pay, etc.). We expect this process to be completed by April 2026.

Examine and improve customer outage and response interface and functionality

Electric, Water, Wastewater, and DPW after hours calls moved from NRTC to Cooperative Response Center (CRC) on March 3, 2025, to improve the customer service experience. The City website also has a "Notify Me" section where people can sign up for text and email emergency alerts.

Complete and Implement new Cost Allocation Plan

The City's updated Cost Allocation Plan was completed in the spring by MGT Consulting and implemented in the FY2026 budget.

Complete and Implement LDFA Public Safety funding agreement

An agreement was created by staff and the City Attorney, presented to the DDA/LDFA Finance committee, and then presented to the LDFA at its April meeting. The Board accepted the agreement for the 2026 budget. We hope to continue working with the Board to adopt it for each year going forward.

Clerk

Update the FOIA policy and procedures

The City Council approved the revised FOIA policy on April 21, 2025. Additionally, the City has begun using new FOIA software which has increased efficiencies in processing requests and has made it easier for requesters to gather documents. The Clerk's office has had numerous compliments from other departments, as well as requestors.

Update and implement the Records Retention Policy and Program

The clerk's office continues to work on records retention. We have removed over 50 boxes of outdated documents that were past retention and have worked to rearrange the remaining documents for future efficiency. We will continue to work with the remaining departments to get them up to date in the next year.

Complete the Ward Reapportionment Process

The Clerk's office has worked with the GIS department to gather census data and review the ward map for the city. Based on the results, the variance was not significant enough to warrant a reapportionment mid-census period. The smallest ward is actually the ward that is currently set to experience the most growth in the next few years and therefore we will proceed with reapportionment after the 2030 census. It should be noted that under the Michigan Home Rule City Act, cities are excluded from the requirement as we elect all members of the City Council at large across the City.

Implement the video and audio recording of all Boards and Commission meetings

All regular and special meetings of all City boards and commissions are now recorded and posted on the City YouTube channel, barring any technical issues, typically the next day. These videos can be accessed via the City's webpage.

Police

Evaluate and Improve the Code Enforcement Program

The Marshall Police Department's 2024 Strategic Plan identified several goals related to strengthening code enforcement, including increasing proactive enforcement and reestablishing a dedicated code enforcement assignment. In response, a Detective/Code Enforcement position was created, assigning all investigative and code enforcement duties to a single officer and removing these responsibilities from road patrol. Detective Erin Hug was assigned to this role, and a Letter of Understanding was drafted to reflect the separation of duties in the patrol contract. Additional part-time salary funding for code enforcement was approved for the 2025–2026 budget year.

To support this initiative, the department created a part-time Police Services Assistant (PSA) position focused on code enforcement support. Savanna Graham was hired into this role in August

2025, significantly increasing proactive activity across the city. As of December 5, 2025, the department has documented 264 enforcement actions, the highest annual total in the past decade.

We will continue evaluating the program and anticipate additional improvements in 2026 to enhance service quality and operational efficiency.

Improve the School Resource Officer Program

Improving the School Resource Officer Program was a major department goal for 2025. The first objective—renewing the SRO contract with Marshall Public Schools—was successfully completed. A three-year contract extension was negotiated and approved through June 2028. Contract language and the department's Special Assignment Policy were updated to align the term of assignment with the agreement. Officer Groeneveld will remain the SRO through June 30, 2028.

A second objective focused on expanding training opportunities. In 2025, SRO Groeneveld completed several professional development courses, attended the NARO Conference, and scheduled additional training sessions with Marshall Public Schools and MPD staff. He conducted a full walkthrough of the high school with MPD, MFD, Marshall Ambulance, and Calhoun County Emergency Management personnel. He facilitated a tabletop evacuation exercise with school administrators and first responders. He also met separately with school administrators regarding school emergency operations and collaborated with the transportation director and staff to review evacuation and emergency operations plans.

SRO Groeneveld continued working with Sgt. Philpott to strengthen the department's active assailant response training, which will support preparedness efforts in both schools and local businesses.

Another major School Resource Officer goal for 2025 was implementation of the Handle With Care (HWC) program—a statewide system for notifying schools when a student has had a law enforcement contact and may need trauma-informed support. A countywide HWC implementation began in August, and MPD issued a department directive outlining the required process and procedures. We continue to monitor and update the HWC program.

Research and Implement a Drone program

The Marshall Police Department participates in the countywide Calhoun Unmanned Aerial Systems (CALUAS) team, led by the Calhoun County Sheriff's Department (CCSD). Officer Vandenboss serves as the department's representative and has obtained his drone pilot certification.

A 2025 goal was the purchase and implementation of a department drone to enhance CALUAS capabilities and improve the services we provide to the community. After researching options and working with CCSD to ensure compatibility, the department identified the DJI Matrice 30T as the preferred platform. A review of the 2024–2025 budget showed adequate funding, and the drone was purchased and delivered in early June. This model aligns with drones used by other local agencies.

A drone policy—mirroring CCSD's policy—was drafted and implemented, and all required training was completed. The drone was placed into service in July and has since been deployed by both MPD and CALUAS.

The department also worked with the Marshall Fire Department (MFD) to include them in drone operations. MFD was added to the CALUAS MOU agreement in December, along with Emmett Township. Their addition increases the number of trained operators and spotters, improving deployment efficiency and overall program effectiveness.

Increase Traffic Enforcement Efforts

Traffic-related concerns remain one of the most common complaints from residents and were identified as a priority in the 2024 Strategic Plan. In 2025, the department set a goal to increase proactive traffic enforcement while enhancing accident reconstruction and motor-carrier enforcement capabilities.

Annual Total Comparisons

Year	Arrests	Reports	T/S	Citations	FC/Disp
2024	289	1338	1335	191	12384
11 months 2025	390	1350	2351	533	13262
Difference	101	12	1016	342	878
Percentage	39%	1%	76%	179%	7%

These numbers demonstrate significant increases in proactive activity, particularly in traffic stops and citations. December totals will further increase these figures and will be included in the full annual report. It should be noted that the crash total for 2024 was 155 and as of December 5th our 2025 total is at 145 which should result in a similar to 2024.

Traffic Initiatives and Special Assignments

- Accident Reconstruction
Officer Patterson, the department's accident investigator, set a goal of becoming an accredited accident reconstructionist. He will pursue the required training over the next three years while actively serving on the Calhoun County Accident Investigation Team (CAIT). He assisted CCSD with nine reconstruction investigations this year and attended tire forensics training.
- Motor Carrier Enforcement
Officer Vandenboss completed basic motor carrier training last year and plans to pursue additional training in 2025 to deepen expertise in commercial traffic laws.

A focus on traffic enforcement will remain a priority in 2026. The impact of Ford BlueOval, along with continued community growth, is expected to increase traffic volumes and heighten the need for enhanced traffic safety measures, including targeted enforcement efforts.

Develop and Implement a community camera program

The development and implementation of a community camera program has been on our action plan list over the last two years. In 2024, we met with both Verkada and Avigilon, who provided

presentations on the capabilities of their camera products and software platforms. In April 2025, we met again with Avigilon to review their cloud-based camera solution. During this meeting, we learned that Marshall Public Schools recently purchased new Avigilon cameras and updated software. The Avigilon platform can integrate with the Aware software currently used by Central Dispatch, allowing dispatch to access live camera feeds from the schools during an emergency. Avigilon representatives also indicated they could develop a comprehensive camera plan for the City of Marshall if their products are selected.

Flock Safety has also expressed interest in meeting with the City. Flock is a rapidly expanding provider of license plate reader (LPR) technology and is currently being utilized by the City of Albion, City of Coldwater, and Calhoun County.

We continue to evaluate camera system options for the City of Marshall. Our goal for 2025 was to pursue grant funding to secure a consultant who could develop a city-wide community camera plan. This plan would serve as a roadmap for deploying a scalable camera system over the next several years as funding becomes available.

Throughout 2025, we met with multiple vendors and held several internal discussions with city staff. Progress has been steady but slower than anticipated. In December, we began testing three Verkada cameras in Ketchum Park, with plans to test Avigilon cameras in early 2026. As these discussions have continued, one of the major concerns identified by both staff and vendors has been the need for expanded infrastructure to support a long-term camera system. We will continue to move this project forward in 2026.

Evaluate and research camera and body camera systems for replacement

The Marshall Police Department continued its evaluation of mobile and body-worn camera systems throughout 2025. While our current Safefleet (Coban) system remains functional and adequate, we are exploring cost-effective options that will support the department's operational needs over the long term. Our goal for 2025 was to identify a preferred vendor and establish a five-year funding and implementation plan.

In 2025 we conducted demonstrations of upgraded products offered by our current vendor, Safefleet (Coban), and met with Axon in April for a full product review. Axon remains the industry leader in police camera technology and digital evidence management through Evidence.com. Their equipment and service offerings are high-quality, but they come at a significantly higher cost compared to other vendors.

During this same period, the City of Marshall transitioned to a new IT provider, contracting with Calhoun County IT in November 2025. Because of this major change, the camera system evaluation was postponed to 2026 to ensure that our new IT team can participate in the assessment and planning process.

Calhoun County Sheriff's Office currently utilizes Getac for both their mobile video recorder (MVR) and body-worn camera systems. As we resume this project in 2026, we plan to conduct a full review of our existing system, evaluate alternative solutions including Getac, and explore potential cost-sharing opportunities with county partners.

Improve Community Engagement Efforts

Community engagement remains a core value for the Marshall Police Department. We continue to participate in the City of Marshall special events, assist businesses with trainings, and in 2025 we implemented the Versaterm Community Engagement Software.

Special Events Support

In 2025, the Police Department reviewed and provided support for over 30 special events. We also completed and executed operational plans for our six largest events:

- Oaklawn Color Run
- Memorial Day Parade
- Blues Festival
- Motorfest
- Pastrami Joe's S'more Run
- Christmas Parade

We continue to work closely with city staff to refine and improve the special event review process, with a continued focus on public safety.

Community and Business Trainings

The Marshall Police Department remains committed to providing training and support to the community and local businesses. Below is a summary of key training programs and events supported or delivered in 2025:

- SHARP Self-Defense Community Training – February 3
- SHARP Self-Defense Training for CACC students – March 11
- Fraud Prevention Presentation at Marshall Rotary by Deputy Chief Ambrose – April
- Multi-Jurisdiction Recruiting Event with Detective Hug – May 10
- Election Security Presentation by Sgt. Brown for County Clerks – May
- Active Shooter Training for Southern Michigan Bank with Sgt. Philpott – June
- “Touch-a-Truck” Event with Tractor Supply – June
- National Night Out at Calhoun County Fairgrounds – August 7
- Electric Department Open House with Detective Hug – October
- Gordon Elementary Safety Day with Officer Vandenboss – October
- Ford Safe Driving Event with SRO Groeneveld – October
- Harassment Prevention Presentation at Marshall House Apartments with Detective Hug – November

To support and expand these efforts, the department partnered with the Marshall Community Foundation to create a Community Training Fund in February 2025. This fund helps promote community involvement and provides financial support to sustain and grow our training programs.

Versaterm Community Connect Implementation

On February 10, 2025, the department launched the Versaterm Community Connect engagement platform. This automated customer service tool sends text messages, emails, and mobile-friendly surveys to 911 callers, crime victims, and community members who interact with police services. The program has been highly successful. Highlights include:

- Survey completion rate: 27%
- Total surveys completed: 464
- 911 Dispatch Professional Rating: 4.67 / 5

- Police Officer Response Time: 4.69 / 5
- Police Professionalism: 4.79 / 5
- Overall Satisfaction: 4.62 / 5
- Perceived Safety: 4.33 / 5
- Respondent Comments: 154

The data collected is being actively used to improve services. One key finding is that increased interaction and follow-up communication significantly improves customer satisfaction. As a result, the department has placed greater emphasis on follow-up contact and engagement with complainants. The overwhelmingly positive comments received through the surveys are shared with officers weekly and serve as meaningful encouragement.

We will continue to monitor and analyze this feedback to guide future operations and strengthen our service to the community.

Fire

Reduce ISO rating to a 3 or lower

The ISO inspection was completed. We improved our score by 3 points, but not enough to increase our rating. We asked for explanation from ISO but never received it.

Implement a resident door-to-door free smoke detector installation program

Launched on June 2nd. The initiative is off to a great start with positive feedback from the community. We have been door-to-door to over a 1/3 of the homes in Marshall and have installed over 400 smoke detectors. We will continue in 2026 until we are finished.

Continue Advanced Training Programs

Hazardous Materials Technician, Premier Swift Water Rescue, etc.

Four members completed the Swift Water Rescue Technician course in South Bend, IN. We will continue seeking advanced training opportunities for staff development. Fire Inspector has taken Inspector II & Plan Review.

Continue working with Ford to properly prepare for BlueOval LFP battery manufacturing

Multiple meetings have taken place with the BOBP Fire Official. We are actively collaborating on Emergency Action Plans and coordinating future training for plant staff. Still working with them & Fire Inspector has been working closely with Building Inspectors.

Certify (FF I&II) and train new Part-Paid On-call Employees

Both individuals have successfully completed training and are now certified FF I & II. They have already proven to be valuable assets to the department. Both have also completed their Medical First Responder Class.

Continue Training and fostering Partnerships with surrounding Fire Department agencies

Three joint quarterly trainings have occurred: Marshall: Technical Rope Rescue & Confined Space, Marengo Township: Grain Bin Rescue, and Marshall Township: Fire Ground Communications & 800MHz Radios. A fourth training course is scheduled for fall in Fredonia,

focusing on Auto Extrication. Completed all joint training in 2025 and have worked together on several calls without any issues.

Safety

Continue monthly Safety Program and annual Safety Day

Monthly safety classes continue through the Safety Committee. Notably, our Confined Space Program was successfully utilized on May 5th during a DPW entry, reinforcing our commitment to safe operations even when setup takes extra time. Completed all Safety Classes for 2025, Safety Fair was very successful again. The committee structure allows for feedback from various positions within the different departments providing opportunities for earnest discussions and safety improvements to processes and equipment.

Continue to work with the Employee Events Committee to improve interdepartmental relationships and morale

Two events have been held to date, including a March Madness lunch and Bracket Challenge. We organized and recently held the Summer Picnic, Food Drive for MACS and had another Christmas Cookie Event and raised \$90.00 for MACS during event. Planning is underway for the annual 2025/2026 Action Plan review and employee recognition event to further support interdepartmental camaraderie and morale. Committee has expanded and is looking forward to next year.

Public Services

Complete Verona Road- West Drive construction project

Verona Road and West Drive construction project kicked off in April and is now substantially complete. Minor punchlist items remain and they are expected to be completed in the Spring of 2026.

Continue development and oversight of the MAJOR Campus utility extension

Official substantial completion has been met for Projects 1 through 6, 8, and 9 and the City is operating the water and sewer infrastructure serving the MAJOR Campus. The BlueOval parcel uses metered water for construction activities, and the wastewater treatment plant has received flows from the site. The construction at the WWTP started in August with the headworks wet well walls and foundation. The final completion of the WWTP Improvements is expected in 2027.

Establish MAJOR Campus Stormwater System Operations and Maintenance Plan

This project continues. Additional work has been added to the scope to include analysis of stormwater capacity to support the future planning work being completed by MAEDA. A presentation to City Council on the stormwater assessment district is expected in late Q1 of 2026. This district will be the mechanism in which the City generates revenue for the operation and maintenance of the stormwater infrastructure serving the Major Campus. Several site visits have been conducted over 2025 with a full inventory of the system assets complete. The maintenance and operations plan has been started by the City's consultant.

Complete tree planting program and achieve Tree City USA certification

In partnership with the Marshall Area Conservation Committee (MACC), the City has completed this goal as of this Spring. Sixty trees were planted this year on April 26, 2025. The trees were purchased with funding from a generous donation by Ford BlueOval Battery Park Michigan. With the tree planting, and the Arbor Day proclamation, the City has met all 3 of the standards to be certified as Tree City USA for 2025. The application for Tree City USA will be submitted by the end of the year.

Complete Tree Inventory, Tree Assessment, and Maintenance Program

The City hired Davey Resource Group after issuing an RFP for tree inventory in summer. The inventory work on the contract is complete. The assessment and maintenance program tasks are in process currently with an expected completion in first quarter of 2026.

Complete detailed laser scan and coat basin of the Brooks Memorial Fountain

The laser scan was completed in May. The basin coating is complete as of July 18, 2025.

Continue lead service line inventory and replacements program

For the calendar year of 2025, 64 service lines were investigated and 15 were replaced. The City has 108 unknown service lines left, 33 known lead lines, and 10 galvanized lines.

Establish sewer pipe assessment program and sewer collection model

Initial steps of the sewer collection model have begun with sewer flow monitoring now complete. Sewers were monitored for over 3 months in late summer and early fall. The monitoring is the first step in building a collection model by providing flow data for the entire system at 20 different locations. A summary report on the results of the monitoring is expected from the City's consultant soon.

Complete the Cosmopolitan Watermain construction project

This project consisted of two parts; watermain lining and watermain replacement. Both of these tasks are complete, and the road is nearly 100% restored. The water quality has improved for the residents. The chlorine residual has stayed above normal range compared to other watermain of similar distance from the Water Treatment Plant (WTP). The iron has stayed somewhat higher than we normally see, unfortunately, but city staff are not getting water quality complaints for the area and therefore, staff are not flushing this water main daily. This reduction in flushing has saved the department on time, equipment, and lost water. In 2023 we flushed an estimated 3.6MG and in 2024 we flushed an estimated 2.2MG of water to try and maintain water quality. In 2025 before we replaced the main, we had flushed 3.5MG on Cosmopolitan and since the watermain replacement, the main has only needed flushing once. We do not expect to install the autoflusher previously used as the need for consistent flushing has been alleviated.

Complete Valley View I and Neighborhood Sidewalk construction project.

The neighborhood sidewalk project is substantially complete. The installation of sidewalk on Forest Street and Allen Road occurred in May. After challenges with turf restoration, it appears the work is headed in the right direction. Final closeout will be delayed until Spring to ensure the project meets the turf restoration specifications. The Valley View I public infrastructure project is substantially complete. The developer can connect homes to the public infrastructure when they are ready.

Review Citywide Rubbish contract and program

This request for proposals on this contract will be received on December 23, 2025. The recommendation for award to City Council is expected in January. The current contract with Granger expires at the end of March of 2026.

Complete Risk and Resiliency, Emergency Response, Water Reliability and Asset Management plans for the water utility

The city's consultant has prepared the future demand for water in the City. This is a major component of the Reliability Study. Staff are looking to authorize the risk and resiliency study in the coming weeks. The Emergency Response Plan was completed earlier this year. The Water Asset Management Plan has not progressed much this year, but plans have been made to tackle it in 2026.

Electric

Electric System Reliability—meet or exceed 2024 SAIFI, SAIDI, CAIDI, ASAI

The Electric Department 2025 Distribution System Reliability goals are to improve on its 2024 results reported using the American Public Power Association (APPA) eReliability Tracker software. These indices include: System Average Interruption Frequency Index (SAIFI), System Average Interruption Duration Index (SAIDI), Customer Average Interruption Duration Index (CAIDI) and Average Service Availability Index (ASAI).

Staff enters electric service interruption data—including outage duration and number of affected customers—into the APPA eReliability Tracker software. The software calculates reliability statistics for the City of Marshall electric distribution system. The 2025 electric distribution system reliability goals, results for November 2025 and year-to-date (YTD) 2025 are shown below. In November, the SAIFI, SAIDI and ASAI reliability goals were all achieved, while CAIDI was not. YTD 2025, the SAIFI, SAIDI and ASAI targets were achieved, while CAIDI was not. The Electric Department will continue working to minimize service interruption frequency and duration in 2026.

	2025 Goal	November 2025	January-November 2025
SAIFI (# interruptions)	1.452	0.0038	0.501
SAIDI (minutes)	74.51	0.3193	33.28
CAIDI (minutes)	51.307	83.55	66.308
ASAI (%)	99.9858	99.9992	99.9931

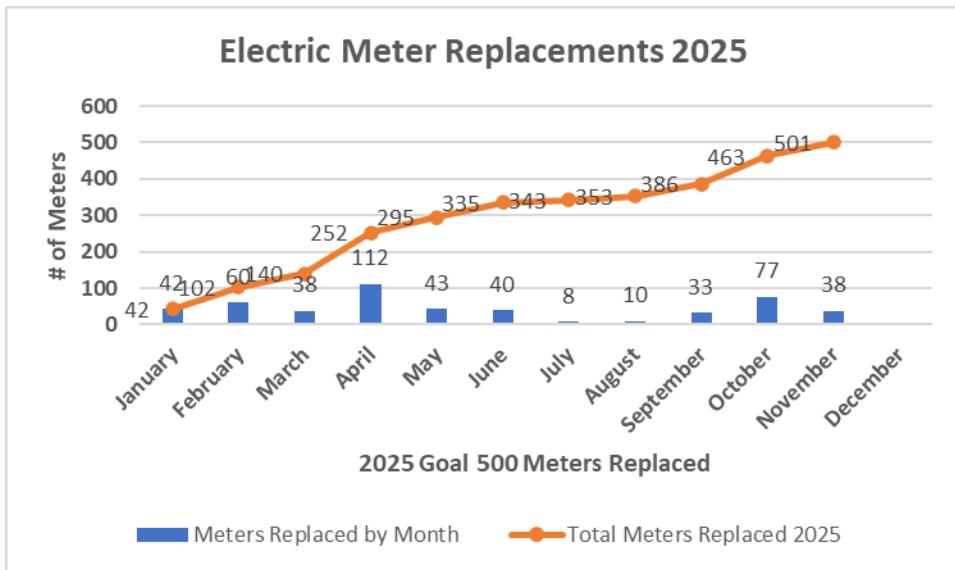
Replace approximately 70 wooden poles

The Electric Department goal is to replace approximately 70 wooden poles in 2025. Through November, 71 new wooden poles have been set, exceeding the 2025 Electric Department goal, with one month remaining in the year.



Replace 500 electromechanical electric meters

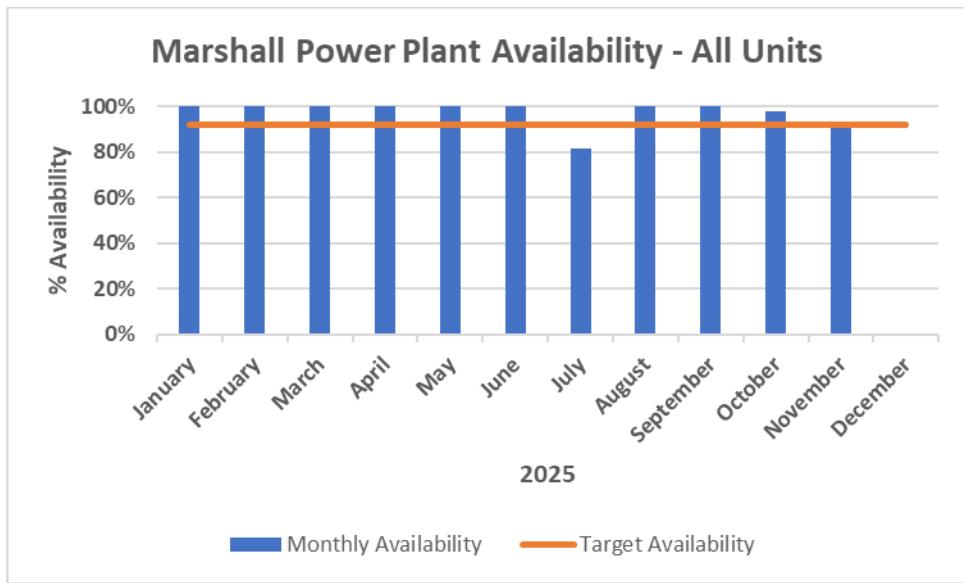
The Electric Department 2025 goal is to replace 500 electromechanical meters. Through November, metering staff have replaced 501 electromechanical meters, exceeding the 2025 goal, with one month remaining in the year.



Maintain 92% or greater generating unit availability

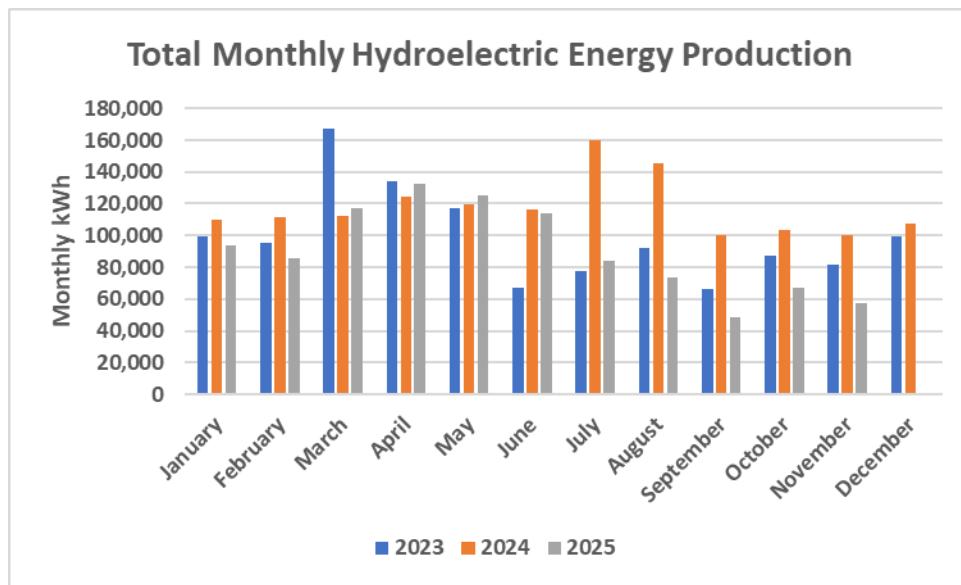
Power Plant Generating Unit Availability is calculated by dividing the total number of hours a generating unit was available for service (whether it was operating or not) by the total number of hours in the time period (month or year). Availability can be tracked for both individual generating units and for all units collectively.

The 2025 Electric Department goal is to meet or exceed a 92% annual availability factor. Through November, collective availability of the five Power Plant generating units was 97.24%, exceeding the 2025 Electric Department goal, with one month remaining in the year.



Generate at least 1,200,000 kWh from Marshall Hydroelectric Project

Through November 2025 hydroelectric energy production totals 999,627 kWh, 83.30% of the annual energy production goal of 1,200,000 kWh, with one month remaining in the year. Kalamazoo River flow has the greatest impact on the facility's energy production. With less than normal precipitation, the annual energy production goal will not be achieved in 2025. Refer to the production numbers in the bar chart below for comparison purposes. With a return of more normal precipitation, energy production may be expected to increase in 2026.



Maintain competitive rates with Consumers Energy and DTE across all rate classes

In addition to reliable service, competitive electric rates are one of the most critical measures of municipal electric system success. As part of the annual Electric Department Revenue Requirement update presented to City Council earlier this year, rate consultants Courtney & Associates updated electric rate comparisons with Consumers Energy and DTE. With the exception of the largest industrial customers, City of Marshall electric rates remain very

competitive with those of area investor-owned utilities. City of Marshall large customer rates are scheduled to decrease as part of the five-year electric rate plan adopted by Marshall City Council in 2024.

Achieve zero lost time accidents

Through December 15, the Electric Department has experienced zero 2025 lost time accidents.

Develop and Implement Department Organization and Succession Plan

The City of Marshall Electric-FiberNet Department Succession Plan was approved by City Council on April 7, 2025. The Succession Plan recommended two new positions to help ensure smooth transitions in the future—Deputy Director of Electric Utilities and Power Production Superintendent. These two new positions were filled in 2025 with Anthony Darnell (Deputy Director of Electric Utilities) and Matt Powers (Power Production Superintendent).

FiberNet

Finalize Capital Improvement Plan for network components and infrastructure

Significant progress has been made toward modernizing and strengthening the FiberNet network. New core network equipment has been purchased, configured, and installed, providing built-in redundancy to improve reliability and reduce the risk of outages. The network has been reorganized to better manage and isolate different types of traffic, improving performance and stability across the system. In addition, new servers and virtual systems have been deployed to support essential services such as address management, name resolution, and customer speed testing.

Work is also underway to transition FiberNet to a new customer router system using XGS-PON technology, which simplifies both the core network and customer connectivity. This transition will allow unnecessary equipment to be removed from neighborhood network cabinets, significantly reducing maintenance and operational complexity. Over time, this approach will allow many cabinets throughout the city to be fully de-electrified, eliminating aging battery backup systems, cooling equipment, and filtration components that are costly to maintain and, in many cases, already beyond their useful life. These changes position FiberNet for improved reliability, lower operating expenses, and long-term scalability.

Develop and Implement Marketing and Sales program

Before the launch of a new marketing and sales program, we need to address our pricing and tier speeds. A goal for 2026 is to have a cost-of-service study done. Once we have these important pillars in place we can then roll out our new pricing structure, and launch a full marketing campaign.

Develop and Implement Department Organization and Staffing Plan

In October 2025, Anthony Darnell was hired in the new position of Deputy Director of Electric Utilities. Assistant to the Electric Director, Christy Ramey, gained the additional role of FiberNet Business Manager, and with those changes, the FiberNet Department officially moved back under the umbrella of the Electric Director. The department is rounded out with two Fiber Technicians, one Network Engineer, and one part-time customer service representative.

Information Technology

Replace the Citywide telephone system

The City retained the services of Parks Communications Solutions to help guide the City with the development of a request for proposals (RFP) to replace the aged city telephone system. This work was completed in early December. The City will finalize the documentation and work with our new IT providers on a bidding and implementation schedule for 2026.

Review Citywide IT Services contract

In September, the City entered into an agreement with Calhoun County to provide professional services and support for our information technology system citywide. The agreement is for three years, and the transition from the current provider to the County has been seamless and overall, very positive.

Community Development

Adopt the City Master Plan including the Non-Motorized Master Plan

The Master Plan, including the Non-Motorized Plan, has been adopted.

Following the Completion of the Master Plan, review the Zoning Ordinance for updates

Zoning Ordinances will be reviewed upon adoption of the Master Plan. This work has begun and will continue in 2026.

Update Sign Ordinance and Implement updates

The sign ordinance has been revised and was adopted by the Council in the third quarter of 2025.

Achieve Redevelopment Ready Community Certification

The primary items have been completed for RRC recertification and recertification will be achieved as part of zoning ordinance updates in the first quarter of 2026.

Implement the downtown Traffic Calming Project in partnership with MDOT

Due to budget constraints, implementation has been delayed by MDOT until 2026.

Complete the LDFA- Brooks Parcel Inventory Update

The Brooks Parcel Inventory update project was completed. Accurate parcel information is now available, including wetland delineation boundaries. MAEDA marketed the buildable sites, and an interested party has entered into a purchase agreement for all available parcels in the LDFA.

Continue partnership with MAEDA and MEDC to develop the Marshall MAJOR Campus

Ongoing work continues with MAEDA, MDOT, and other partners to identify opportunities in the development of the remaining land on the MAJOR Campus. Recent work includes coordinating with the MAJOR Campus development concept plan to ensure connectivity and non-motorized access while encouraging Industrial development. The goal is to provide input on Zoning Ordinance updates to coordinate with the plan in 2026.

Continue Adaptive Reuse program for the upper floors in the downtown

Five apartments were completed at 125/127 West Michigan Avenue. An apartment is included in the Frentz project on Mansion Street. Three hotel rooms have been completed in the 19 Zero 9 Venue project. Projects at the Masonic Temple, Stagecoach, 211-213 E Michigan and other downtown buildings have been proposed.

Continue Housing Development projects using NIA TIF and other incentives

Development is complete on Forest St using the NE NIA for infrastructure funding. The final house will be permitted in December 2025, ahead of the anticipated completion date of 2026. Infrastructure installation is complete on Valley View Development. Construction of homes is anticipated Spring 2026 once the Master Deed is recorded. Discussions with the County Land Bank regarding the development of the former State Farm property have started.

Significant progress has been made in the South NIA, as several housing units have been constructed and sold. Discussions related to the next phase of the development have started as sales of the duplex product have been robust in the last 12 months. Second half of Rebeccas Street is anticipated to be constructed in 2026. The first phase of the Emerald Hills Development may come for site plan approval in 2026.

The proposed development in Hughes Street received site plan in December 2025 with the expectation that a Brownfield housing incentive will be part of the development. This project has will add 322 housing units in the first phase of development over the next 2-3 years with potential to add significant amount in the coming years.

Overall, housing investment has increased. As part of the push for new housing, the Building Department tracks new home permits pulled:

2025 – 25 new homes permits pulled in town
2024 – 9 new homes permits pulled in town

2025 - 774 Permits issued this year (including Blue Oval) +9 more anticipated
2024 – 566 Permits issued (including Blue Oval)

Investigate opportunities for retail cannabis facilities

No progress has been made as the Master Plan update process did not identify this as a priority. Due to financial revenue sharing from the State, and multiple inquiries from interested growers, this may be worth revisiting under a separate process in 2026.

Complete the improvements to the Athletic Field Expansion/Eaton Park

Construction of the new park is substantially complete. Final work will be completed in the spring of 2026, and upon its completion, we will hold a ribbon cutting thanking our various financial donors and grand opening of the pickleball courts and splashpad at that time.

Pursue the construction of the River District pathway, signage and amenities

A Grant has been secured to fund a 10' wide path to connect the River District and Downtown which will include benches. MAEDA is also looking to coordinate educational signage with this project for completion in 2026.

Develop way-finding signage plans for downtown businesses, City properties and points of interest.

Wayfinding has been identified as a need especially as it relates to locations away from Downtown. This has been identified as a priority in the Master Plan, and a consultant will be engaged to develop a wayfinding plan in 2026.