

CITY OF MARSHALL

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CITY OF MARSHALL ANNUAL REPORT

FY 2014

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Natalie Dean, Director of Community Services

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Ed Rice, Director of Electric Utilities

James Schwartz, Director of Public Safety

Ken Swisher, Director of Finance

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COMMUNITY SERVICES

The 2014 Community Services Department includes Planning & Zoning, Code Enforcement, Building Inspection, Marshall House, Recreation Departments and Dial-a-Ride.

Building Inspection

The Building Inspection Department is staffed by the Director of Community Services, with inspection scheduling help from the PSB receptionist. The City has 4 contracted inspectors for the respective trades of Building, Electric, Mechanical, and Plumbing.

In 2014, the Building Department issued 133 building permits city-wide for projects of all shapes and sizes. This included major construction projects, such as the new Marshall Regional Law Enforcement Center and Fire Station, Oaklawn Hospital's north parking lot, and the addition to Dr. Vandermuelen's office on Winston Drive.

Marshall Regional Law Enforcement Center (MRLEC) on Old US 27 North and Marshall City Fire Department on Arms Street



Oaklawn Hospital's new north parking lot



Planning & Zoning

The Planning & Zoning Department is staffed by the Director of Community Services and the PSB receptionist assists with minutes at meetings and with other administrative tasks. The Director prepares information for and serves as staff liaison to the Planning Commission, Zoning Board of Appeals, and the Joint Planning Commission.

In addition to the passage of the site plans for the major building projects of 2014, updates to the City's Master Plan also began. A "Community Open House" was held in November, and an online survey was offered; both had numerous responses! The information gathered will be used to update the Master Plan in response to community desires and good planning.

The City of Marshall was accepted into the Redevelopment Ready Communities Program-RRC (offered through the Michigan Economic Development Corporation) in March of 2014. Also, a Rental Rehabilitation Project (offered through the Michigan State Housing Development Authority) was completed at 121 1/2 W. Michigan Avenue for the construction of two affordable apartment units owned by Mark & Deb Stuart.

New apartments created from vacant space at 121 ½ W. Michigan via the MSHDA Rental Rehabilitation Grant



Marshall House

The Marshall House staff consists of 3 full-time employees and 1 part-time receptionist. Since the 1970's, this building has been a 100-unit, city-owned and HUD subsidized, senior living facility.

In September of 2014, the Marshall House staff underwent their first Real Estate Assessment Center Inspection under the Department of Housing and Urban Development. The inspection was focused on building integrity, unit maintenance and health and safety issues. The Marshall House passed the inspection with a rating of "Successful". The team members worked hard to learn the inspection process and prepare the building for the inspection with a newly hired maintenance person in three months' time.

Updates to the Marshall House are on-going. They completed apartment renovations to nine units in 2014. These renovations included complete flooring, appliance, cabinetry, interior doors, lighting, heating element replacements, the addition of crown molding and repainting of the units. The original units were built in the late 1970's and now they are completely transformed and upgraded beautifully.

Updated Marshall House Apartment



On December 5th, after months of planning, the Marshall House staff pulled off a surprise Christmas party for our tenants with the help from the community. The evening was a great success and tenants were thrilled with the attention that they received. Wonderful relationships with the community were developed to integrate our tenants into the community of Marshall.

Marshall House residents enjoying their Christmas Party



Recreation Department

The Recreation Department consists of three full time employees and multiple seasonal helpers, as needed for the various annual activities. The Marshall community has benefited greatly from having the variety of programming that has been provided at minimal costs.

Throughout 2014, the Recreation Department staff strived to adapt and modify programs in an effort to keep in tune to the needs and desires of the Marshall community. On Valentine's Day 618 Dad/Daughter duos hit the dance floor. 2014 was a record breaking year for this special event that has been offered since 1987!



The Summer "FUN" Playground students accomplished two major Community Service Projects: Funding for Veteran markers at Oakridge Cemetery and the Renovation of the Hughes School atrium gardens. In 2014, the Recreation Department also developed NEW Youth Programming: "Lil' Artist" a 3-5 year old Art Class, a Girls Volleyball Clinic for ages 4-10 and Indoor Soccer for 1st – 4th grade students.



In May of 2014, the Recreation Department made the commitment to further grow Family/Outdoor Programming with the purchase of 8 canoes and 8 kayaks. The purchase was in preparation for upcoming community floats and programs to be offered soon!

Dial-a-Ride

The Dial-a-Ride department consists of a part-time administrator, 6 part-time and 3 full-time drivers. Dial-a-Ride continued to serve the Marshall Community in 2014 by providing transportation to residents for shopping trips, health appointments, and school trips. This service was available from 7:00 a.m.-6:00 p.m., Monday through Friday.

On October 1, 2014, Dial-a-Ride implemented a new, accessible bus service to the citizens of Albion and Marshall. The new service, known as “The Albion-Marshall Connector”, currently operates 3 days a week for the purpose of providing increased access to medical care and other services offered in both communities. The “Connector” is funded by the New Freedom federal grant, the City of Albion, user fees, and various philanthropic organizations from both Albion and Marshall. This new service operates on Monday, Wednesday, and Friday, between the hours of 8:00 a.m. – 5:00 p.m. and is a one year pilot program. The bus shown below is provided through the New Freedom Grant.



PUBLIC SERVICES

Department of Public Works

Streets

2014 began with a Polar Vortex that dropped 106 inches of snow on Calhoun County and brought well below average temperatures. The Department of Public Works Crew worked a number of 15 hour days to clear roads, parking lots, and sidewalks.

In addition to snow removal, the department evaluates street trees taking into consideration the health of the tree, potential property damage, and public safety. Sometimes it becomes clear that a tree must come down. Our employees have many hours of training from the top forestry experts in the field on roping, rigging, and cutting in the safest manner. On July 1st, the City of Marshall saw straight line winds in excess of 70 miles an hour. The storm resulted in a number of trees that sustained damage and reinforced the importance of quality tree maintenance. The cleanup effort was cut in half as management elected to deployed new equipment, methods, and procedures to aid in the resulting brush pick up.



Oakridge Cemetery

Originally developed in 1839, the Oakridge Cemetery property is 65 acres in size and comprised of four developed sections. Oakridge Cemetery has approximately 11,000 burials and is one of the oldest and historic operating cemeteries in Michigan.

The severe winter presented challenges for the cemetery crew but only one burial service was postponed due to weather. Our crews kept the roads open and burial areas cleared without any damage to headstones or infrastructure. Dale Holmes of the Public Works Department spent the most time clearing snow in the cemetery and his thirty years of experience and expertise as an equipment operator were evident.

Staff also invested in the leather bound cemetery record books that are approaching 100 years old. A book binding shop in Grand Rapids was able to rebind a number of the most used books and equipment was purchased to maintain the records for the future.



Motorpool

Motor Pool is responsible for the purchase and maintenance of approximately 100 City vehicles and equipment. That includes equipment used in our snow fighting efforts. The city is responsible for sidewalk maintenance in the Downtown area as well as walkways on Green and Mansion Street. This past winter found the limits of our equipment relating to sidewalk maintenance. Staff was using a small zero turn with snow blower that did not have a cab, exposing the operator to harsh winter conditions which could not make it through the deep snow. We were forced to upgrade to meet the challenge. Motor Pool purchased a John Deere 1575 multi-purpose maintenance machine that includes a broom, snow blower for heavy snow, and a 72 inch mower deck for summer use.

The Vactor truck is an example of the type of equipment maintained and used by the employees of the Department of Public Works and represents the most important and costly piece of equipment in the DPW fleet. The Vactor is primarily used for cleaning sanitary and storm sewer lines. It uses a powerful jet stream of water to dislodge any impediments in the sewer pipe, forcing debris into the manhole where it can be vacuumed out and discharged at the Waste Water Plant.

Water Department

Like other departments the colder than normal temperatures caused some additional work as the water department had to respond to a number of frozen water lines. In response, a piece of equipment was developed and built to help the residents impacted by this situation that thawed the water lines.

The Water Department was also busy in 2014 with upgrades to the Water Treatment Plant. The addition of Variable Frequency Drives (VFD) to two of our wells has allowed us to save on energy costs as well as protect the water system from water main breaks. The VFDs allow the motors on the Well Pumps to open slowly and increase pressure on the system in a controlled manner. This prevents the water from causing breaks in the distribution mains. Before we installed the VFDs, the Water Department upgraded the SCADA system. This is our control center for the Water Treatment Plant which allows us to turn pumps on and off, see the levels of our water towers, obtain critical information about our water use and report emergency calls directly to employees.



Wastewater

2014 has been one of change for the Wastewater plant. Because of new additions to the staff, much effort was made in terms of training. The staff was able to begin with our plan to implement some major housekeeping projects such as removing decommissioned equipment and piping. Staff also began the process of upgrading the lift stations around Lyon Lake. The project will replace the pumps that are over 20 years old with new pumps over the next two years. The new pumps have a feature that allows mixing of the wet well prior to pumping to help minimize debris accumulation and damage to the City's infrastructure.



Environmental

Krazy for the Kazoo

Through the implementation of Krazy for the Kazoo – a River Clean Up and Conservation Day event, 140 volunteers worked together as a community towards our mission of preserving, protecting, and enhancing Marshall's natural resources. Our goal was to provide an opportunity for volunteers to come together to express their commitment to environmental protection and make a real tangible difference. Our primary goals were to encourage our community to appreciate the Kalamazoo River as a beautiful natural resource in our community, to get some real work done within a specified time frame, while at the same time educating the public about watershed issues and the value of caring for natural resources. These goals were met. Specific tasks that were completed: In-river and river bank collection of trash at nine different area designations along two miles of the Kalamazoo River and Rice Creek. We collected 15 yards of trash weighing approximately 0.5 tons. This brings the total to 18 tons removed from the banks of the Kalamazoo River and Rice Creek by volunteers over the past 12 years. Items collected included six tires, two bicycles, a car seat, construction debris, glass bottles, paper, plastic, etc. The following benefits were achieved: The Kalamazoo River and Rice Creek were cleaned and the public gained a positive appreciation for the value of these beautiful natural resources and an understanding about their personal impact within this part of the Kalamazoo River Watershed, through their participation, the public received education about water quality issues and their role in caring for water resources, participants felt a connection to and pride in Marshall's natural resources, working outside with adult role models young people learned first-hand the value of community service and saw how their efforts can make a difference.



Kanoe the Kazoo

We worked with Community partners to host Kanoe the Kazoo (KTK). The events focus is to educate participants about the value of the Kalamazoo River as a natural resource and the potential threats to the health of the river ecosystem. Together 170 people participated in two different floats on the Kalamazoo River (Albion – 70, Marshall to Battle Creek – 100). Many participants were first timers at KTK which means we exposed a lot of new people to recreation on the Kalamazoo River. In addition, the summer long advertising of the event also reminds residents and visitors that we have this beautiful recreation resource. The new ingress and egress points have really opened up this recreational opportunity.



Public Services Building Landscaping

The front of the Public Services Building received some much needed attention to landscaping. Old, overgrown plants were removed and a mix of perennial and annual plants were added along with a new birdbath and bird houses.

Greening of Marshall & Urban Forestry Management

The department has been actively engaged in the management of Marshall's urban forest. Working together with the Marshall Area Conservation Committee, over 700 trees have been planted along Marshall streets, in local parks and in Oakridge Cemetery. 100% of funding for these trees was raised by the MACC and the trees are planted by volunteers in partnership with the City of Marshall. In addition to planting, we work with volunteers to provide continuing health assessments of the trees and care including watering, mulching and pruning. An Urban Forestry Management plan is being developed to assure that the City's urban forest is well planned and maintained for the future. Procedures are being developed to address tree planting, tree removal and tree inventory. Marshall has been a Tree City USA for 18 years.

Ten new trees were planted in the fountain circle. Funding for the trees was provided by memorial donations for Tim Sykora. Several trees in the Fountain Circle had recently been removed due to disease and injury and several more will need to be removed in the near future. The addition of these new trees will provide shade and beauty to this focal point of the City for many years to come.

Parks

Ketchum Park

A new Ketchum Park Advisory Committee (KPAC) has been created to plan and implement some much needed improvements at Ketchum Park. KPAC is a very active committee chaired by Marshall Resident Mitch Robbins. Beginning in June of 2014, the 25 person KPAC has been meeting monthly and is off to a terrific start. Significant and visible improvements have been made at the park during numerous planned work days throughout the summer and fall. These improvements include: removal of invasive species along the Rice Creek and raceway banks, planting of flowers, repairs and maintenance of Kids Kingdom, refinishing of picnic tables, planting of native plants along Rice Creek for bank stabilization, repair of pavilions, tree planting, general clean-up & beautification etc. Work groups have included the KPAC members, Boy Scouts, and High School aged kids. The committee has been actively promoting the park by giving park presentations at various Marshall Organizations, articles in the local paper, a new Facebook page, and a float in the Marshall Christmas parade. KPAC is working on site design and development and will eventually be seeking funding for further improvements which will include trail development, installation of benches/seating areas, improvements to riparian corridors, landscaping, etc. The committee is also working to develop a Park Management Plan. Deterring vandalism will be a focus issue for KPAC in 2015.

The City of Marshall DPW has also made some improvements to the park including, repairs to pavilions, removal of diseased trees, and the addition of a few new picnic tables and new grills. A new family restroom will be added to the park in the Kids Kingdom area in the spring of 2015.

Shearman Park

Previously, funds were used from the Marshall Community Foundation and the Cronin Foundation to purchase the former Shearman School site from Marshall Public Schools for the development of a new city park. A steering committee consisting of neighborhood residents, city employees, and elected & appointed officials was created. A community forum was held to gather public input on the park features. The City applied for a Department of Natural Resources Trust Fund Grant but the grant was not approved. The Steering Committee will now need to reassess the scope and direction of the project. Donated playground equipment will be installed in 2015.

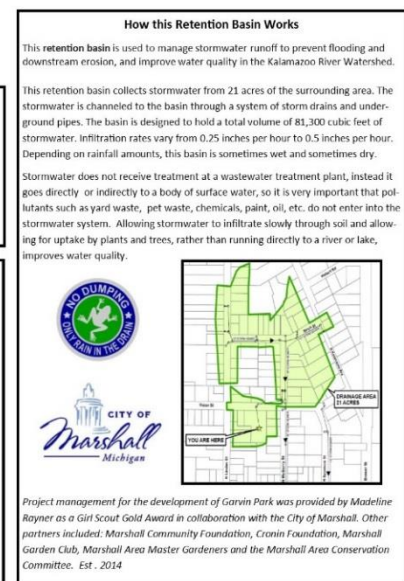
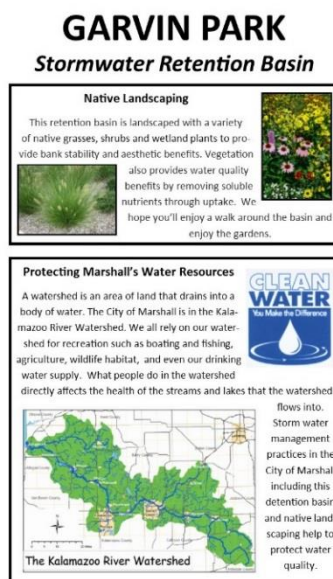
Brooks Nature Area

Brooks Nature Area, encompassing 180+ acres is the City's largest park and it is growing in popularity with visitors enjoying the open space, wildlife, trails, and observation deck every day. A new "Song Bird Trail" has been added to the existing trail system bringing the total trail length to 2.7 miles. This new trail has been planned and implemented by a local Girl Scout as a Gold Award project in partnership with the Brooks Nature Area Advisory Board. The project included: development of the trail, installation of new trail signs and new trail head poster, installation of a new bench, and development of a bird watching brochure for visitor education. Another Girl Scout Gold Award project involved the hosting of a new event at the park called "Tricks & Trails". In an effort to create awareness of the benefits of being out-of-doors this event brought kids and families out to the park for an afternoon of trick-or-treating along a woodland loop trail, holiday snacks, and crafts. Approximately 350 kids (500 people total) attended "Tricks & Trails" achieving the goal of introducing kids and families to outdoor opportunities at Brooks Nature Area. The Brooks Nature Area Board meets bi-monthly throughout the year and hosts numerous events at the park such as work days, school field trips, and an annual Open House.



Garvin Park

The storm water basin on Union Street is being transformed into a beautiful neighborhood park. This storm water retention basin, constructed in 2012, collects storm water overflow from the surrounding area and allows it to slowly infiltrate into the ground water. The new park design and development is being managed as a Girl Scout Gold Award Project in partnership with local Master Gardeners and the City of Marshall. Park development includes: five new trees, boulder edged gardens of native plants, installation of a new sandstone path, installation of two new benches, rain garden plantings to enhance drainage and filtration of the storm water, native grass plantings, certification as a Monarch Way Station, certification as a Wildlife Habitat area, and signage to educate park visitors about storm water management and water quality. This park will be adopted and cared for by local Master Gardeners and a block party is being planned at the park in the spring/summer of 2015.



Brooks Field

The City of Marshall took ownership of the Southwell hangar in June of this year. The ten unit hangar was built 25 years ago and reverted back to the City as part of the original agreement. The building currently has nine tenants and will provide a new revenue source moving forward. The taxi streets were repaved along with the parking lot and driveway as part of a MDOT project. The project represents the end of a five year pavement rehabilitation project that has resurfaced and reconstructed nearly all the pave services at the airport.



Electric Department

The electric department saw a lot of personnel changes in 2014 starting with the hiring of Ed Rice the new Director of Electric Operations. The line department saw four senior linemen leave the organization and two new apprentices hired. At the powerhouse two employees left for other departments and two new employees were hired.

Despite the large amount of changes in the personnel, the staff was able to respond to the July 1st storm which took out large portions of our customer base around Lyon and Stuart Lake, completed a master plan for the distribution system, made strong progress toward the new circuit to the industrial park, and re-permitted the engine #6 with the Michigan Department of Environmental Quality to remain compliant with new air quality regulations.



MISSION STATEMENT

To enhance the quality of life for our community by providing safe, healthy and fun recreation opportunities.

DEPARTMENT STAFF

Natalie Dean, Director of Community Services

Teri Trudeau, Recreation Superintendent

Justin Miller, Program Coordinator

Cris Roberts, Recreation Secretary

Cody Boughton, Intern (part-time)

ADVISORY BOARD

Dave Fhaner, Chair

Kristine Boley-Morse (July-Dec)

Randy Eshuis

Mark Gilbert

Mitch McComb

Norman Ostrum

Lisa Sands

Lee Sherman

Kathy Miller, Council Liaison

PROGRAMMING

Recreation for a Lifetime ... the Department's slogan best identifies its programming focus. The Department encourages members of the community to participate in recreational activities by offering a wide variety of programming opportunities. The focus has been, and continues to be, "...to engage all ages in positive recreational activities... for a Lifetime"... Adult sports, youth sports, pre-school sports, after school programs, day camps, summer 'fun' playground, and special events are offered.

PROGRAM HIGHLIGHTS

Lil' Artist I & II for 3 Years-K

This new program offered little ones an opportunity to learn about the disciplines of 'the arts' through hands-on experience. The first five-week session was so well received, a second was added.

Children were introduced to printing, painting, paper mache', crayon resist and art using fabric. Creativity blossomed in an atmosphere that promoted imagination and connection with family.

Introduction to Volleyball for 4–10 Years

This new program is a spin-off of the 5th-8th Grade Girls Volleyball program that has been offered for several years. Jon Morris, AAU Volleyball Coach, suggested a need for girls to attain fundamental volleyball skills at a younger age. Clinics were offered immediately after the older girls clinics. Many of the 7th-8th graders assisted Coach Morris as he provided the younger girls the opportunity to learn the game of volleyball through fun drills and skills practice.

Summer 'Fun' Playground Community Service Projects

Relay for Life. In early July, the Cadet Counselors decided to organize a Relay for Life fundraiser in honor of playground participant, Cameron Wine, a two year survivor. Donations were raised through lemonade and popcorn sales, water balloons to toss at counselors and admission to the annual Talent Show. Cadets surpassed their goal by raising \$1,070!

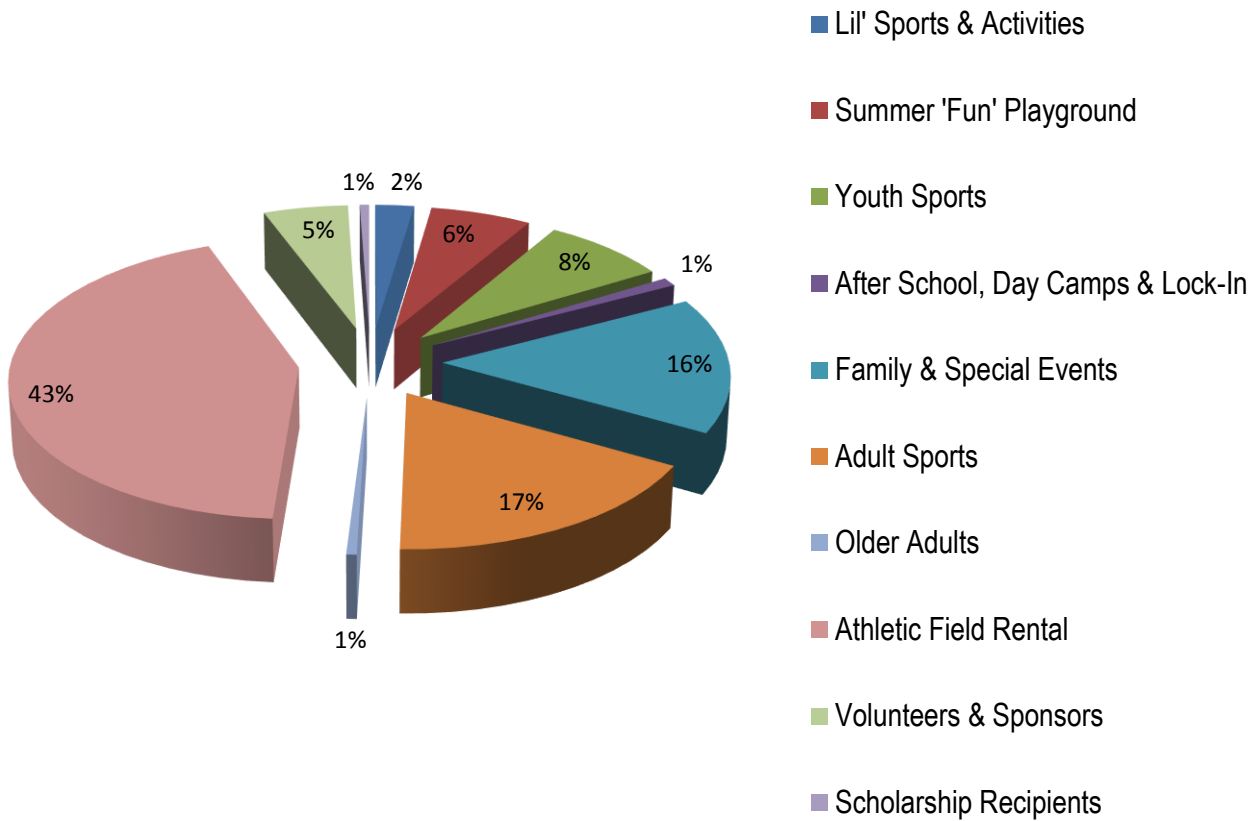
Donation to Marshall Area Community Services (MACS). The Cadet Counselors and participants of the Marshall Recreation Department's Summer "FUN" program donated approximately \$400 worth of groceries to the MACS food bank.

Community Service Projects are a wonderful way to raise awareness as students have fun with the activities that generate donations and feel good at giving back to the community, all at the same time!

NOTABLE NUMBERS

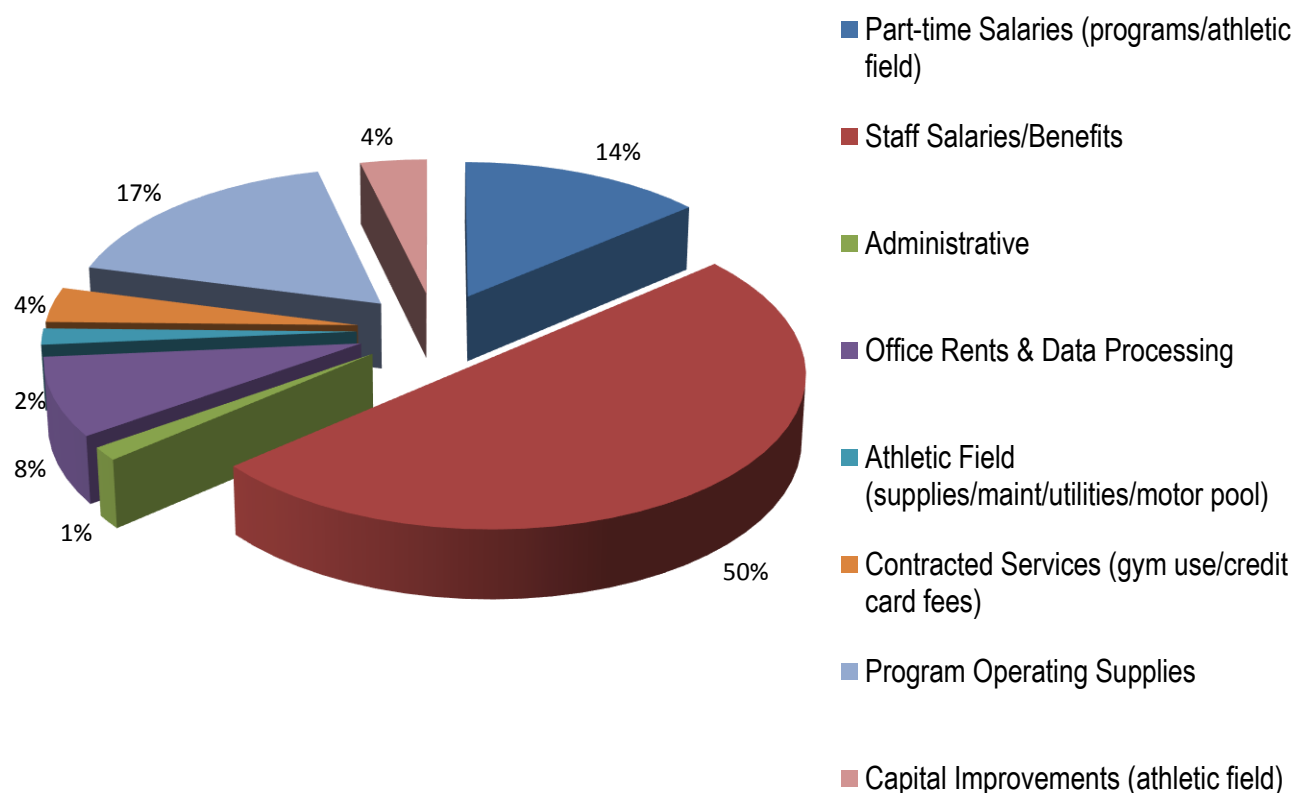
Lil' Sports	249
Summer 'Fun' Playground	650
Youth Sports	819
After School & Day Camps	103
Family & Special Events	1645

Adult Sports	1817
Older Adults	55
Athletic Field Rental	4522
Volunteers & Sponsors	544
Scholarship Recipients	60



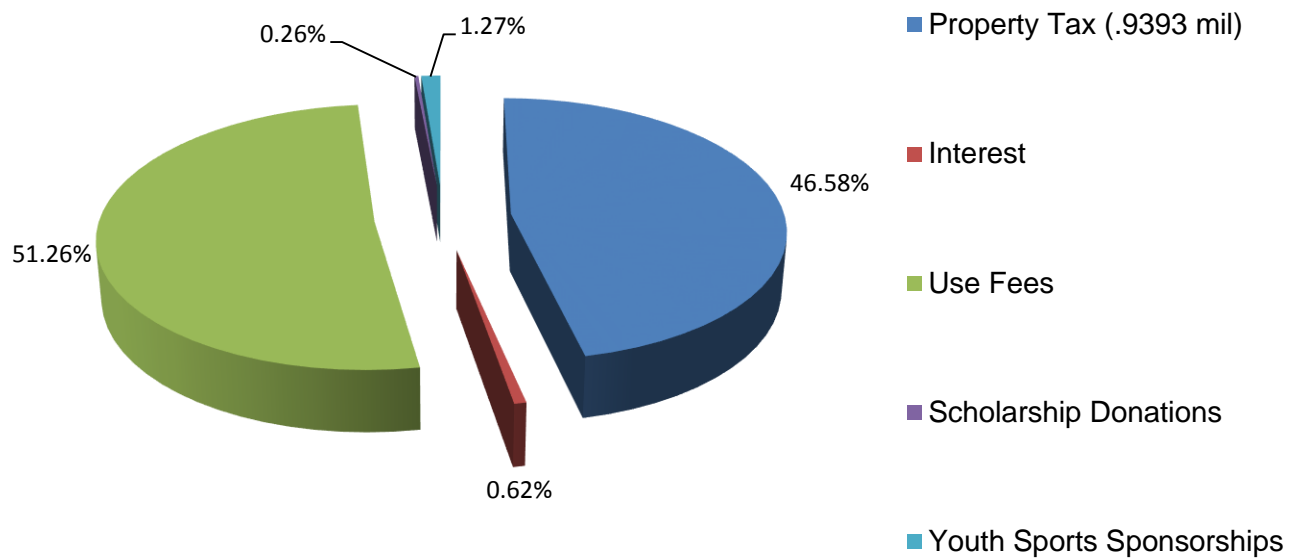
Expenses for the 2013-2014 Fiscal Year (not audited)

Part-time Salaries (programs/athletic field)	\$ 53,500
Staff Salaries/Benefits	\$193,850
Administrative	\$ 5,540
Office Rents & Data Processing	\$ 32,609
Athletic Field (supplies/maint/utilities/motor pool)	\$ 6,684
Contracted Services (gym use/credit card fees)	\$ 14,485
Program Operating Supplies	\$ 66,558
Capital Improvements (athletic field)	\$ 14,595



Revenue for the 2013-2014 Fiscal Year (not audited)

Property Tax (.9393 mil)	\$ 182,636
Interest	\$ 1,781
Use Fees	\$ 204,634
Scholarship Donations	\$ 1,791
Youth Sports Sponsorships	\$ 3,210



WATER-BASED OUTDOOR RECREATION

Purchase of Canoe/Kayak Livery – An Outdoor Recreation Opportunity

When the chance to purchase a livery became available, the Marshall Recreation Department staff seized this opportunity as a way to enhance programming. Due to the close proximity of the Kalamazoo River, the growing interest in outdoor recreation and the health and wellness benefits these activities provide; this was a perfect fit.

The plan for the Canoe/Kayak Outdoor Recreation Program will be introduced to the community in three phases. By carefully phasing in the opportunities, the Recreation Department will have ample “real life” experience to provide a safe and high quality experience.

Phase One (2013-14): COMPLETED

- Appropriate permits attained.
- Waivers/Releases approved for use. The equipment may be used by various organizations who utilize the Kalamazoo River in their Kanoe the Kazoo events. Note: Organizations who utilize the equipment for Kanoe the Kazoo events will need to provide their own shuttle service.

Phase Two (2014-2015):

- The Department will expand outdoor recreation programming to include activities for seasonal employees, instructional programs and other special events.
- All individuals will be required to sign a waiver/release form in order to utilize any/all Department equipment in conjunction with canoe/kayak activities.
- During this phase, we should be able to offer (3) different trips at various lengths. This is contingent upon Enbridge’s ability to adhere to their timeline in the Ceresco Dam area.

COOPERATIVE EFFORTS

Several programs were made possible through cooperative efforts. Without the cooperation of others, the Department would not be able to offer as many program opportunities.

Marshall Lanes

- Various youth programs

Keystone Unlimited in conjunction with several City of Marshall Depts

- Haunted Trail

Bogar Theatre

- Summer “Fun” Playground

United States Tennis Asso.

- Tennis Lessons

Marshall Public Schools

- Program facilities
- Program transportation

Michigan Recreation & Park Association (MRPA)

- Mackinac Island Older Adult Get-Together

Marshall Country Club

- Youth Golf Camp

Battle Creek Enquirer

- Program Press Releases & Articles

Marshall Chamber of Commerce

- Community Calendar

Susan Collins, Author/Historian

- Oakridge Cemetery Tour
- Downtown Historical District Tour

Darling’s Ace Hardware

- Flowers for Athletic Fields

Crystal Farms

- Youth Programs

Palm Tees

- Summer ‘Fun’ Playground
- Adult & Youth Sports

Prater Studio

- Youth Sports
- Daddy-Daughter Date Night
- Mother-Son Activity/Dance Night

Baseball Players Asso. (BPA)

- Youth Baseball Tournaments

Franke Center for the Arts

- Youth Theatre for Summer “Fun” Playground

Chevy Youth Baseball (Caron Chevrolet)

- Youth Baseball/Softball/T-Ball

Critchlow Alligator Sanctuary

- Various Youth Programs

Marshall Advisor & Chronicle

- Program Press Releases & Articles

Doris Klaussen Development Center

- Summer “Fun” Playground

Dial-A-Ride Transport

- Program transportation

Velocity Baseball

- Jr Baseball clinics

FINANCE DEPARTMENT

Assessing

The assessing function was brought back into the City in September, ending our contract for assessing services with the County. A new City Assessor was hired, and as part of that action, the City entered into an agreement with the City of Albion to provide assessing services to Albion through June 30, 2015. The assessing department has been working with the Building Inspection Department to discover and record new construction and apply it to the 2015 roll. The office has also worked with the County Equalization Department on verifying sales and assessment for our beginning values. Several small businesses with a personal property true cash value of less than \$80,000 have applied for an exemption from their property taxes. After all new land values are determined and economic condition factors are applied, the assessment change notices will be mailed out. The roll is turned over to the Board of Review on March 3, 2015. After changes made by the Board are complete, the final roll will be turned over to the County in early April.

Finance

The FY2015 budget was prepared and adopted by City Council at its meeting on May 20, 2014. Reporting to state and federal agencies was accomplished by submission of the F-65 report, Continuing Disclosure Statement, Qualifying Statement and Act-51 reports. The City also completed requirements for new the CVTRS requirements (former revenue sharing) by compiling the City's scorecard and finance dashboard, submitted to the State and published on the City's web site. The City also completed its first Comprehensive Annual Financial Report (CAFR) that was submitted to the Governmental Finance Officers Association for certification. In addition, a Request for Proposal (RFP) for Insurance services was sent out and our current insurance vendor, as low responsive bidder, was awarded a renewed contract.

Purchasing

The purchasing function involves the procurement of materials, supplies, equipment, and services at the lowest possible cost consistent with the quality needed to meet the required standards. The City reorganized and moved from de-centralized purchasing to centralized purchasing. In May, the Purchasing Agent's scope broadened to citywide purchasing and now reports to the Finance Director. A Purchasing Policy was developed based off of the City Ordinance and Charter to outline methods for executing purchases, define authority, and establish guidelines for the City. A purchasing website was also created to feature current proposals out for bid as well as a place for prospective vendors to register with the City.

Treasury

The Treasurer created both the summer and winter tax rolls, mailed out the corresponding property tax bills, collected and distributed property tax revenue pursuant to the guidelines set forth by the Michigan State Tax Commission. In March the office settled with the County Treasurer for the collection of all unpaid Ad-Valorem real property taxes. Treasury helped develop a fixed asset policy in order to better report newly acquired assets and record the disposal of old and obsolete assets. Treasury coordinated and planned for the conversion to a new cash receipting system and utility billing system. The office also worked on a RFP for banking services, issued the RFP, awarded the banking services to Chemical Bank, and implemented the transfer of funds. The move to Chemical Bank from Bank of America is estimated to save the City over \$20,000 annually and increase interest revenue going forward.



DIRECTOR'S COMMENTS



This year presented many challenges for your Police and Fire Department. We are currently working out of a temporary facility and making adjustments to meet our current needs. Staff has been able to provide services without much notice by the public of the obstacles associated with a temporary facility.

We are most gracious for the continued support of the Marshall Community and the Marshall City Council. Because of your support we have two new buildings being constructed. This year we are able to move forward with the new Marshall Regional Law Enforcement Center located on North Brewer Street. This facility will house the Marshall Police, Calhoun County Sheriff's Office and the Michigan State Police. This will be a state of the art facility allowing all three agencies to continue to collaborate and consolidate services to be effective and efficient.

The Marshall Fire Department building is being constructed on Arms Street just east of West Drive. This building will allow the Marshall Fire Fighters the ability to perform their duties properly. The new facility is also designed for future needs of the department for many years. There is housing for all fire equipment and training will be conducted on site. This will put the Marshall Fire Department in a leadership role for the community and the surrounding areas.

Both the Fire and Police Department continue to provide outstanding services to our community. This report will demonstrate the commitment each member brings on a daily basis to provide protection, prevention and education for their respective professions.

Respectfully,

A handwritten signature in blue ink, reading "James M. Schwartz".

Director James M. Schwartz
Marshall Police and Fire Department



2014 CALLS FOR SERVICE



It is the responsibility of the Police Department to handle all calls for service within the City of Marshall boundaries. We are also tasked with proactive enforcement efforts to reduce the likelihood of criminal activity. The City of Marshall looks at ways to provide service that is effective and proven. By utilizing proactive measures it is our goal to reduce the calls for service and time officers are spending on complaint calls. This will allow the department to work efficiently and provide professional services.

In 2014 the Marshall Police Department responded to fewer radio calls. Although there were fewer calls, we had some calls that required extensive resources to investigate. To be responsive and available, the police department had to utilize different strategies to allocate the time and effort needed to bring these cases to a successful conclusion. This will include assistance from other agencies as required.

Some examples of these cases include a case with over 50 possible victims of a suspected fraud that occurred from a local business. This business is no longer in operation and most of the victims are from outside the immediate area and the State of Michigan. The case is continuing to develop with assistance from the Calhoun County Prosecutor's Office.

One other area that is vastly growing and requiring more effort are cases that originate using computer. These are cases that include stalking, fraud, threats and deception to our juvenile population. The use of computers has increased crimes involving fraud from vulnerable adults. Preying upon those to receive money under false pretenses is increasing. Use of the computer to entice juveniles to meet sexual predators has also occurred. When this occurs primary efforts are to recover the child and assure their wellbeing and then investigating the circumstances related to the events.

Most recently we had two major events that occurred in a relatively short time. In December, 2014 we received a call of a death of a child. As a result, an investigation is being conducted by the Marshall Police Department and is assisted by members from the Calhoun County Sheriff's Office, Michigan State Police, Emmett Township Department of Public Safety, Albion Department of Public Safety, Battle Creek Police Department and the Calhoun County Prosecutor's Office. Then within a few days we received a call of a shooting with a hostage at a local residence.

Again the Marshall Police Department responded with assistance from the Calhoun County Sheriff's Office, Michigan State Police, Albion Department of Public Safety, Battle Creek Police Department Forensic Unit, and the Calhoun County Prosecutor's Office. As a result the shooting victim was rescued and is receiving treatment for life threatening injuries. The suspect was apprehended and in custody. Several officers had to forcibly enter the residence without regard for their personal safety to perform the rescue of the victim in this case.



2014 TRAINING REPORT



The Marshall Police Department strives to be the very best. This is achieved with continues commitment to training. As members of the Southern Michigan Training Consortium we have been able to attend excellent training by certified instructors that are leaders in their field. As a member of the Consortium we have received additional training while reducing costs. Training is currently held in counties of Calhoun, Jackson and Lenawee. We will occasionally send officers to specialized training as needed and required. We will not eliminate training because it is not offered by the Consortium. We have identified areas of deficiencies in our training and are continually addressing those needs. This includes areas of mental health, autism and supervision. The Marshall Police Department had officers attend 1140 hours of training.

We will continue to maintain our high standards of training dealing with high liability areas such as:

- Defensive Driving
- Firearms Qualification and Techniques
- Cultural Diversity
- Defensive Tactics
- Civil Rights



Deputy Chief McDonald receiving *Operation Lifesaving Training*



2014 COMMUNITY PROGRAMS



This is one area where the Marshall Police Department has teamed up with other agencies and community partners. Our largest community partners are State Farm Insurance and the Dark Horse Brewery. With their commitment we are capable to educate, inform and disseminate this safety information to our diverse community. We provide this through several programs and presentations throughout the year.

Our largest presentation is during the Calhoun County Fair. This is a weeklong event where we consolidate resources with the Marshall Fire and Rescue, Calhoun County Sheriff's Office and the Michigan State Police. This is our opportunity to interact with members of the community to share their ideas, thoughts and answer any questions or concerns they may have.

We provide services to our local public schools. The Marshall Public Schools invite our officers to give presentations on stranger danger, pedestrian and bicycle safety, and other areas of concern the students may have. We go into the classrooms and provide materials that members of the community donated funds to produce.



The City of Marshall are active participants in the Senior Fair that is held annually in the City of Marshall. We provide specific materials to our senior population to reduce their vulnerability for scams and fraudulent activities. We provide safety and security for many local events throughout the year as needed.

State Farm has provided the Marshall Police and Fire Department a grant for \$3,500 to provide specific information on teen safety, driving and distracted driving awareness. These funds have been utilized through handout materials, presentations to high school students and other printed materials and videos. The Dark Horse Brewery continues to partner with the Marshall Police department to support our motorcycle enforcement unit for special events throughout the city.



MARSHALL REGIONAL LAW ENFORCEMENT CENTER

2014 has brought the development and construction of the new Marshall Regional Law Enforcement Center. This new building has been discussed for many years, but has finally come to reality. The Marshall Police Department, Calhoun County Sheriff's Office and the Michigan State Police have developed a comprehensive plan to build one complex to house all three agencies.

The concept did not end with the building. Each agency took the next step to develop a plan to consolidate service and provide more efficient services to the communities we serve. This concept is one of the first in the State of Michigan and is being looked at by other municipalities as a model going forward. When developing this concept we were tasked with looking at how we deliver services, are those services relevant and if they are can they be delivered in a more efficient manner.

All three agencies are looking forward to the next step of the operations and anticipate being operational in the facilities on or before September 2015.



CITY OF MARSHALL FIRE DEPARTMENT



DIRECTOR'S MESSAGE

The Marshall Fire Department is comprised of 7 fulltime firefighters and 19 paid on call firefighters. The department operates with full time firefighters on duty at the station 24 hours a day, seven days a week. The paid on call firefighters are trained and available to assist the full time firefighters as needed for emergency situations and events that may occur which require additional personnel.

Our department is committed to protecting life and property through education, training, response awareness and hazard recognition. All firefighters have received Michigan Certification as firefighters with most obtaining command officer and advanced medical certifications. Because of the additional training and certifications, the City of Marshall can expect to receive the best fire practices available while maintaining safety and protecting lives.

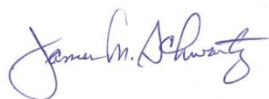
As we continue to improve delivery of service and adhere to the principles of fire prevention, our goal is to reduce loss of property and the protection of life. The firefighters have done this with multiple disciplines. The Marshall Fire Department has implemented fire safety programs delivered to children, adults and seniors. They have increased the intensity of fire inspections throughout the City, and have updated their community presentations to include interactive participation from the public.

Some of the notable changes are the demonstrations utilizing a smoke trailer, charged fire extinguishers, computer aided training and interactive trainings. Persons are capable of actually experiencing what it will be like in a fire situation with a smoked filled area. How you will react in a simulated demonstration will increase your abilities during an actual emergency. Prevention and response are major factors for life safety.

The Marshall Fire Department is actively out in the community on a daily basis. These interactions are through property and building inspections of public places, presentations to groups and organizations, and through requests for smoke detectors and battery replacements as needed. Any member living and residing in the City of Marshall is capable of requesting and receiving a smoke detector for their home. Members of the fire department will come to the residence upon request and install the device if needed. We also provide battery replacement for residential smoke detectors. All this is free of charge to our community partners.

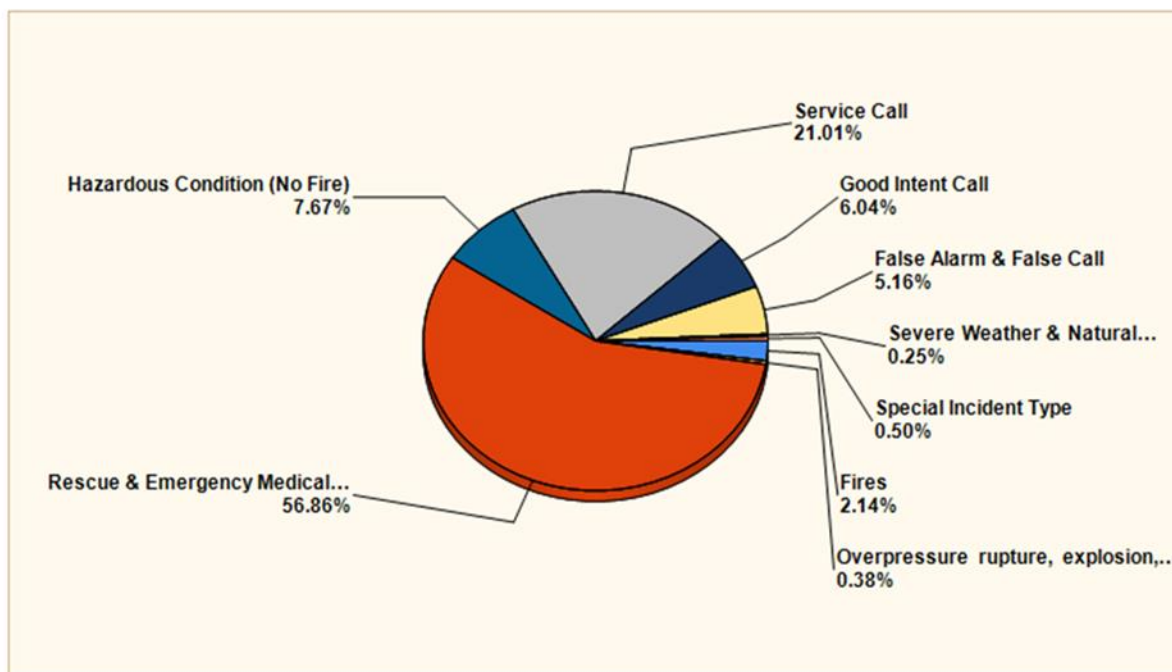
Please feel free to stop by the station for tours or to look at the fire apparatus. Doors are open between 7:30 a.m. and 4:30 p.m. If you would like to schedule a tour outside of those times, please call 269-781-3922 and every effort will be made to accommodate your needs.

Respectfully,



Director James M. Schwartz
Marshall Police and Fire Department

CALLS FOR SERVICE



MAJOR INCIDENT TYPE	# INCIDENTS	% of TOTAL
Fires	17	2.14%
Overpressure rupture, explosion, overhear - no fire	3	0.38%
Rescue & Emergency Medical Service	452	56.86%
Hazardous Condition (No Fire)	61	7.67%
Service Call	167	21.01%
Good Intent Call	48	6.04%
False Alarm & False Call	41	5.16%
Severe Weather & Natural Disaster	2	0.25%
Special Incident Type	4	0.50%
TOTAL	795	100.00%

SERVICE AND COMMUNITY CALLS

The Marshall Fire Department has been busy this year with several serious fires, accidents, and community presentations. 2014 brought many challenges last winter when we responded to a house fire on Birch Street. The weather that day was -10 degrees Fahrenheit. Firefighters had to reassess the situation due to frozen hydrants, frostbite potential, and icing conditions. Assistance was needed from 4 other agencies to extinguish the fire. No injuries were reported.

Firefighters then responded to a house fire on E. Prospect Street a few months later. This was an older 2 story structure. Events that day hindered firefighters from entering the home due to the fast spreading fire from the basement area. Marshall received assistance from 2 other area fire departments for equipment and personnel.

Firefighters responded to three serious accidents in 2014 that involved death or serious injuries. In these incidents, firefighters had to use special equipment to extricate victim(s) or advanced medical training to help victims for transport. In these instances, firefighters work to not only to render aid, but also must work with traffic and other safety variables to remedy.

Firefighters participated in many school presentations for child safety and awareness. These presentations are an integral parts to our fire safety week program. Firefighters also attended fire safety week in Battle Creek and handed out information and provided equipment for display. During the Calhoun County Fair, firefighters provided information and handout materials to fair participants.

Marshall Firefighters are prepared to respond to any situation that they may be called upon within the City of Marshall or as requested by our neighboring agencies.

