

# MARSHALLTOWN

— I O W A —

## City Administrator's Office

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To: Mayor Greer and the City Council  
From: Jessica Kinser, City Administrator  
Date: January 7, 2022  
RE: First Draft of Strategic Plan

The City's elected officials (incoming and outgoing) and the City department head team met on November 29<sup>th</sup> to go through a strategic planning process for the upcoming years. Susan Parker, Sparker Solutions, facilitated the half-day session, which produced a lot of conversation about what we should be doing in the next year. I have compiled all that information together into a first draft of a plan, which follows in sections.

### 1. SWOT Analysis

Attached is the updated SWOT analysis. Susan did not have our SWOT from 2020, so I adjusted this based on the new comments as well what we had from the prior year. Please review and share any changes you might have.

### 2. Goals, Objectives, Key Indicators, and Actions

The second attachment lists the goals, which did not change, with the objectives under each goal. In goal 1, I reworded objectives 3 and 4 to better reflect how certain actions/activities fit together. In goal 3, I added objective 5 related to the financial health of the organization, as this did not seem to fit with reviewing our functions for efficiencies any longer (financial actions grouped under objective 4 in prior year).

The key indicator information has been updated to match the data I was able to put together for each goal for the strategic planning. I do believe that there are other indicators out there that we have not identified. I have been very cognizant of not putting an indicator out there that is data that does not currently exist.

After each goal page is the page of actions, anticipated completion dates, and assignments for the actions under each objective. I have tried to highlight the new actions, which you will see many. This is the work plan for the next year to two years, and is what I think requires the most attention. It is these actions and deadlines that we track throughout the year through quarterly progress reports.

### 3. Vision Statement

With each goal, we were asked to add a word or phrase that would describe the completion of a specific goal. This attachment includes the words provided and some possible statements that come out of this work. Please review and plan to discuss if there is a statement that stands out to you as one we should adopt or if we keep working on this.

Once we have a document set that there is agreement with, this will come before the Council on a resolution for adoption.

#### City Council

Al Hoop, Gabriel Isom, Barry Kell, Mike Ladehoff,  
Jeff Schneider, Gary Thompson, Dex Walker

