



City of Marshalltown, Iowa

Goal Setting Report

October 8, 2024

Mayor

Joel Greer

City Council

Mike Ladehoff

Mark Mitchell

Greg Nichols

Melisa Fonseca

Barry Kell

Jeff Schneider

Gary Thompson

City Staff

Carol Webb, City Administrator

Alicia Hunter, City Clerk

Heather Thomas, Public Works Director

Diana Steiner, Finance Director

Christopher Cross, Interim Fire Chief

Jill Petermeier, Human Resources Director

Geoff Hubbard, Parks & Recreation Director

Mike Tupper, Police Chief

Sarah Rosenblum, Library Director

Cindy Kendall, Consultant

Facilitator

Mark A. Jackson

Goal Setting Work Session

Introduction

The purpose of the Strategic Goal Setting Session is to identify and prioritize the City's overall goals for the City of Marshalltown, Iowa.

On October 8, 2024, Mark A. Jackson (facilitator) met with the Mayor, City Council, and Department Directors.

In preparation of the goals setting session the facilitator asked the Mayor, City Council, and Department Directors the following general questions:

1. What were the significant accomplishments over the last one to two years?
2. What are the specific issues, concerns, trends, and opportunities that may affect the future services, policies, finances, or operations of the City?
3. Please list any capital projects, initiatives, services, or programs that you think the city should consider.
4. What should be the City's top goals over the next 1 to 2 years?
5. Ways to improve the organizational and communication effectiveness between the Mayor & City Council and Department Directors.

Goal Setting Work Session

Mayor, City Council Members, and held a goal setting work session on October 8, 2024. City Administrator Webb provided an update on the goals from the goal setting session conducted in 2023.

The Mayor, City Council, and Department Directors held discussion on approximately 27 potential goals.

After discussion, the Mayor and Council narrowed down the following goals:

Mayor & City Council Goals

Top

Create Communications/Public Information Officer Position

Establish City-owned Garbage, Composting, and Recycling

Development of a Technology Master Plan

High

Continue Implementing Downtown Master Plan

Create Sprinkling Incentive Program for Downtown

Determine Allocation of Remaining Bond Proceeds

Remodel City Hall

Stream Line Economic Process

Significant Accomplishments

- ✓ Shift out display at library
- ✓ Passed Local Option Sales Tax
- ✓ State Street Reconstruction Project
- ✓ Grant Award – Lead
- ✓ Invested in public safety
- ✓ Court House reopened
- ✓ Awarded Destination Iowa Grant
- ✓ Edgewood Street/7th Avenue
- ✓ Completed Compensation Study
- ✓ Received Downtown revitalization grant
- ✓ GTS capabilities
- ✓ Hired new city administrator
- ✓ Certified Industrial Park
- ✓ Fundraising for trail
- ✓ Impact Program
- ✓ Improved ordinance enforcement
- ✓ \$2 Million forgivable loan for wastewater treatment plant
- ✓ Downtown grant awards
- ✓ Water Plaza
- ✓ Linn Creek Projects
- ✓ Ad hoc committee on homelessness
- ✓ Multiple building improvements caused from the tornado
- ✓ Unity Point Hospital
- ✓ Demolished dilapidated buildings
- ✓ Sold vacant lots
- ✓ Improvements to Kiwanis and Peterson Parks

Issues and Concerns

- Nuisance issues – cars, neighborhoods, abandoned houses and buildings, and Mall
- Getting back to full staff

- Retention of staff
- Communication with the public
- Homelessness
- Declining revenue
- Impact from state legislation
- Increasing cost of inspections
- Stagnant population
- Unspent bond funds
- ACA funding
- Lost library levy
- Environmental – nutrient reduction
- Need single family residence
- AMPTC funding
- Sustainability of public transit
- Ability to complete grant projects
- Needed street improvements
- Lack of performance management/personnel evaluation
- Lot of little and lot of older
- Loss of ATF funding
- TIF funding
- Need EMS as an essential service
- Image has improved, but still have negative image
- Poor community, so don't have the financial resources
- School referendum
- Council getting back to the public
- Presidential election

Opportunities

- ❖ Fill holes in staff leadership positions
- ❖ Redevelopment of Main Street
- ❖ Developing interest in “Big” mall
- ❖ Old hospital
- ❖ Development of trail system

- ❖ Increase of water capacity
- ❖ Continue utilization of technology
- ❖ Collaboration with other entities on services
- ❖ Congressional earmarks
- ❖ Continue to leverage funds for quality of life projects
- ❖ Quiet zones with railroad
- ❖ Continue to move forward even with less staff
- ❖ Diverse community
- ❖ Regional community
- ❖ State high school swim meet
- ❖ First Latina elected to council
- ❖ How do we leverage our diversity
- ❖ Getting people more involved
- ❖ Publications – e.g., City of Marion
- ❖ Inspirational long term plans
- ❖ Update of comprehensive plan
- ❖ Solve the little things
- ❖ The “Veterans Capitol” of Iowa
- ❖ Leverage growing arts scene
- ❖ Creating a communication/public information position
- ❖ How do we engage and involve community

List of Capital Projects, Initiatives, Services, or Programs for Consideration

- Create Communications/Public Information Officer Position (42)
- Establish City-Owned Garbage, Composting, and Recycling (41)
- Development of a Technology Master Plan (38)
- Continue implementing downtown master plan (28)
- Create Sprinkling Incentive for Downtown (21)
- Determine allocation of remaining bonds (18)
- Remodel City Hall (15)
- Stream line Economic Process (12)
- Specific housing study to construct new housing (9)
- Asset Management System (8)
- Security of City Hall (6)
- Determine feasibility of EMS (6)
- Eliminate open burning (5)
- Funding of equipment replacement (4)

- Solar Panels at the library (4)
- Examine what services should be brought back in house and services that could be contracted out
- Water pollution control upgrade (2)
- Funding Parks & Recreation master plan (2)
- New library LIS system (1)
- Fire Department – Fire Engine, Air Pack, etc
- On-line permitting and paying on-line
- Social Worker at the library
- Develop Green incentive program
- Hire additional code enforcement officer
- Improve entrances to Marshalltown
- NE side area cleanup
- Miller neighborhood improvement

City of Marshalltown

Goal Setting Session

October 8, 2024

- I. Introductions & Opening Comments
- II. General Overview of the Meeting and Goal Setting Session
- III. Review of Previous Goal Setting Report – Webb
- IV. Identify Recent Accomplishments
- V. Identify Issues and Concerns
- VI. Identify Trends and Opportunities
- VII. 1) Identify/List Possible:
 - A) Capital Projects
 - B) Initiatives, Services, and Programs
2) Ranking of Priorities
- VIII. Discussion on Improving Organizational Effectiveness
- IX. Final Questions, Comments, and Suggestions

Strategic Goal Setting Session

QUESTIONNAIRE

Introduction

The purpose of the Strategic Goal Setting Session will be to identify and prioritize the City's overall goals for the next one to two years. In order to prepare for this session, you are respectfully requested to identify key programs, policies, projects, and other initiatives that will be reviewed and discussed at the session. Please complete the questionnaire and bring it with you to the session.

Significant Accomplishments

Please list the significant city accomplishments over the last one to two years. These could be as major as a street project or as basic as a newly adopted city policy on snow removal. These items do not need to be in any particular order.

Issues, Concerns, Trends, and Opportunities

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

Capital Projects

Please list capital projects or major equipment purchases you think the city should consider in the next one to two years. (for example street construction, public works and safety equipment).

Initiatives, Services, or Programs

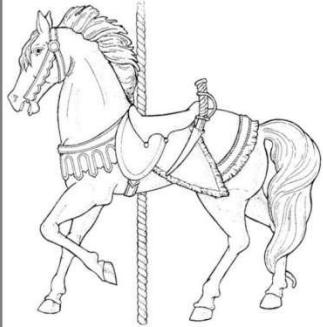
Please list any initiatives, services, or programs that you think the city should consider in the next one to two years (for example snow removal policy, or reviewing water/sewer rates, etc).

What should be the City's top goals over the next One to Two Years?

Organizational Effectiveness

Please list things that the Mayor & Council and/or staff could do in the future to improve organizational effectiveness, decision-making, team work and the ability to accomplish the city's goals

MARK A. JACKSON



Consulting