



**City of Marshalltown, Iowa**

**Goal Setting Report**

**October 16, 2025**

**Mayor**

Joel Greer

**City Council**

Mike Ladehoff

Mark Mitchell

Greg Nichols

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**City Staff**

Carol Webb, City Administrator

Alicia Hunter, City Clerk

Heather Thomas, Public Works Director

Deb Millizer, Housing & Community Development Director

Diana Steiner, Finance Director

Christopher Cross, Fire Chief

Jill Petermeier, Human Resources Director

Kelsie Stafford, Parks & Recreation Director

Chris Jones, Police Chief

Sarah Rosenblum, Library Director

**Facilitator**

Susan Parker

## **Goal Setting Work Session**

Mayor, City Council Members, and Department Directors held a goal setting work session on October 16, 2025.

Attendees reviewed the City's mission and values:

Mission:

*The City of Marshalltown collaborates to provide a welcoming, safe, vibrant, and growing community.*

Values:

- Inclusion- We strive to provide equal access to all community members
- Innovation – We seek to challenge the status quo to provide a better benefit in the delivery of services
- Stewardship – We respect and care for the human, financial, & natural resources and infrastructure of the community
- Trust – We are responsible and reliable public servants
- Integrity - We demonstrate accountability, transparency and professional respect
- Excellence – We strive to perform at the highest level

Attendees reviewed and updated a previous SWOT Analysis. The updated SWOT analysis is as follows:

## STRENGTHS

*An internal look at what we do well*

- Professionalism
- Partnerships with public-minded organizations
- Planning – forward thinkers
- Consistently strive to provide quality services
- Quality employees
- Supported by the community
- Volunteerism and leadership of elected officials and staff
- Collaborative internal and community culture
- Strong work ethic
- Optimism and perseverance
- Adapting to an unknown environment
- Resiliency

## WEAKNESSES

*An internal look at areas we can improve*

- Not self-promoting
- Tools for multi-lingual communication
- Declining general fund revenue
- Organizational diversity
- Limited cross-training
- Departmental capacity
- Employee burnout
- Commuting of employees
- Not optimizing technology
- Grant administration

## OPPORTUNITIES

*Positive external forces helping the City achieve our goals*

- Infill development opportunities
- Collaboration with Marshall County, MCSD, & IVCCD
- Downtown Master and Implementation Plans
- Positive community promotion & feedback from outside groups
- Diverse community
- Volunteers
- Education – MCSD/IVCCD
- Economic Development
- Partnerships for programs
- Housing opportunities
- Committed corporate community
- Proximity to larger communities
- State and federal funding availability – potential to receive more grants
- Private developers helping us achieve our goals
- Lower bid prices
- Increasing per capita income/higher wages
- Quality of life projects

## THREATS

*External obstacles facing the City/community*

- National economy-inflation
- Declining rollback rate
- City image & reputation
- Qualified labor
- Lack of medical, mental health services
- Stagnant population
- Poverty, homelessness
- Cuts to federal public safety grants
- Proximity to larger communities
- Attitudes towards diversity
- UPH Downtown Campus-current condition
- Volunteer/donor burnout
- Employer issues-cybersecurity, retention, competitive wages, housing, high commuter rate, lack of applicants
- State legislative agenda
- Changes to Iowa's property tax system
- Growing distrust of government at all levels
- External mis-information being shared
- Instability with Ambulance Transport within Marshall County EMS
- National politics

The Mayor and Council reviewed and re-affirmed previous goals and established new strategic goals for the next 1 – 3 years.

New strategic goals identified by Council and goals continuing from previous years include the following:

### **Strategy 1: Expand and improvement development in the community.**

#### Year One

Micro grant incentive process/program (for businesses or development)

#### Years 2 – 3

City Wide Beautification: code enforcement, monument signage, right-of-way signage, etc. - focus on first impressions (staff to identify tactics)

#### Continuing Goals from Previous Years

1. Chamber New Home Incentive
2. Execute Capital Improvement Program
3. Former Hospital Campus Redevelopment
4. Highway 14 Corridor Improvements
5. Wastewater Capacity Improvements
6. CDBG – derecho grants for LMI Housing
7. West Merle Hibbs Stormwater Detention Pond & extension to 12th Street
8. Update Transportation Master Plan
9. Sale of Downtown lots/buildings
10. Identify new subdivisions for housing development

### **Strategy 2: Enhance Marshalltown's public image**

#### Year One

1. Tree canopy improvements

2. Hire communications director

#### Years 2 - 3

1. ROW signage (any & all signs)
2. Code enforcement
3. Expansion flock-based camera systems
4. Adopt new animal code
5. Utility pole moratorium – no new poles above ground – and start moving utilities underground

#### Continuing Goals from Previous Years

1. EPA Brownfield Grant (re-applying)
2. Center Street Viaduct Repair
3. Phase 2 of Riverview Park Master Plan
4. Freedom Rock Trail Connection
5. Quiet Zone Project
6. Destination Iowa projects
7. D&D Program/657A
8. Wayfinding plan implementation
9. More Celebration of Positive City Happenings
10. Expand and Enhance Social Media Use
11. West End Park Phase II
12. Arnold Park Renovation
13. Identify more opportunities for City-owned public art
14. Create/Fund a Property Maintenance Grant Program
15. Maintenance of City-owned Spaces/Gateway Monuments
16. Complete Solid Waste Study and Implement recommendations

### **Strategy 3: Continually improve and sustain the City's infrastructure, organization, and services**

#### Year One

1. Create street/road improvement plan and spend down bond funds
2. Improve the levee/flood control system

### Years 2 - 3

1. City Property maintenance (maintenance of City facilities)
2. Garbage solution (solid waste study and implementation)
3. Benchmark cities and then leverage using Best Practice Cities
4. More Technology integration (tools, mindset, programs)
5. Riverview Park access road to sports courts
6. Parks & Rec: Log cabin refurbishment, make shelters available-year round, Anson Park shelter replacement, West End phase 1 & 2
7. Bold budget reform
8. Hire an engineer
9. Update Transit Technology

### Continuing Goals from Previous Years

1. Emergency Operations Plan/Flood Management Plan
2. Continue Implementation of Downtown Master Plan
3. Stormwater Rate Study
4. Sidewalk Repair Notices
5. Employee Communication/Recognition
6. SmartGov Implementation
7. MPACT
8. Street Improvement Plan Funding
9. Hoglan Sidewalk Gap Project
10. Advertise positions to non-traditional sources/enhance recruitment efforts
11. Enhance communication to non-English residents- translation abilities
12. Review Subdivision Ordinance (part of comp plan)
13. Employee wellness program
14. City records management system
15. Expand MPACT
16. 24-hour restroom at Airport
17. City facility maintenance plan
18. Purchasing Policy update
19. Park Master Plan Review



## 20. Remodel City Hall

### **Strategy 4: Partner with citizens, for-profit, non-profit, and others to improve quality of life**

#### Year One

1. Ambulance Transport/EMS Study and Implementation
2. Youth/Adult Sports Master Plan

#### Years 2 – 3

1. Partnerships in lieu of financial support only
2. Pursue Infill development
3. “City careers in Action” bringing city staff, council members into schools
4. Recruit leadership class grads to create a farm team concept for future city workers
5. Next phases of Iowa River’s Edge Trail
6. Expand MPACT (homelessness, collaborations, opportunities)

#### Continuing Goals from Previous Years

1. River’s Edge Trail bridges 2-5
2. River’s Edge Trailhead
3. TRAILS Inc. relationship - ongoing
4. Arts & Culture Alliance relationship – ongoing
5. Trail Master Plan