

2022-2023 Strategic Plan

MARSHALLTOWN
— IOWA —

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

To achieve this mission, we place importance on the following values:

- ⇒ **Inclusiveness** – working as one to deliver exceptional outcomes
- ⇒ **Innovation** – willingness to take risks, looking to the future while respecting the past, progressing forward
- ⇒ **Stewardship** – respecting the human, financial and natural resources of the community
- ⇒ **Trust** – establishing respectful relationships, being a caring community
- ⇒ **Excellence** – striving for a common standard in everything we do

The Mayor and City Council and department head team identified internal and external forces that positively or negatively impact our planning efforts in 2021 and beyond.

STRENGTHS	WEAKNESSES
<p><i>An internal look at what we do well</i></p> <ul style="list-style-type: none"> • Professionalism • Partnerships with public-minded organizations • Fiscal soundness and stability • Planning— forward thinkers • Quality services provided by quality employees • Supported by the community • Volunteerism and leadership of elected officials and staff • Physical assets- facilities, infrastructure • Collaborative internal culture • Strong work ethic • Optimism/Perseverance/Pride • Adapting to an unknown environment 	<p><i>An internal look at areas we can improve upon</i></p> <ul style="list-style-type: none"> • Hard on ourselves, not showing community pride • Communication- lack other languages, capacity to communicate lacking • Negativity • General Fund stability/ overall declining revenues • Lack of applicants for jobs • Lack of representative boards/commissions • Pay scale issues between bargaining, non-bargaining • Lack of code enforcement • personnel • Support of neighborhood revitalization • Lack of organizational diversity • Limited cross-training/ succession planning • Lack of staff capacity/ employee burnout • Lack of cybersecurity/ continuity planning • Appreciation, recognition • Organizational unity • Commuting of employees
OPPORTUNITIES	THREATS
<p><i>Positive external forces helping the City achieve our goals</i></p> <ul style="list-style-type: none"> • Infrastructure projects- Airport, Trails, Bookmobile, Coliseum • Accessibility through sidewalks, ADA Transition Plan • Tornado, derecho rebuilding and recovery • Downtown Master and Implementation Plans • Chance to change identity • Highway 14 Corridor Study • Diverse community • Volunteers • Education • Economic Development at Chamber • Partnerships for programming • Housing Strategy • Ability to work remotely • Committed corporate community- housing • Proximity to larger communities • UPH Downtown Campus • Federal funding availability • Increasing per capita income/higher wages 	<p><i>External obstacles facing the City/community</i></p> <ul style="list-style-type: none"> • Inflation • Backfill • Declining rollback rate • High commuter rate • City image and reputation, • Qualified labor • Loss/lack of medical, mental health services • Loss of retail, box store and small business • Nat'l economy slowdown • Listening to 1% negative • Stagnant population • COVID-19 Pandemic • Poverty, homelessness • Shrinking middle class • Federal grant cuts • Supply chain issues • Proximity to larger communities • School open enrollment • Attitudes towards diversity • UPH Downtown Campus • Volunteer burnout • Employer issues- cybersecurity, work from home, retention, competitive wages, housing

GOAL 1: EXPAND AND IMPROVE DEVELOPMENT IN THE COMMUNITY

Objective 1: Support the Marshalltown Central Business District and development in Downtown

- *Address blight in the MCBD*
- *Administer Downtown Revitalization, Catalyst, and Shared Wall grant programs*
- *Implement the Downtown Improvement Plan and the high priority recommendations of the Downtown Master Plan*
- *Work with partners on the redevelopment of the UnityPoint site*

Objective 2: Support and promote commercial and industrial development

- *Continue to implement the Highway 14 Corridor Study*
- *Create and open the Edgewood Industrial Park*
- *Support the Chamber in the recruitment of new business and industry and retention of existing business and industry*
- *Plan to increase drinking water and wastewater capacity for industrial growth*

Objective 3: Increase housing opportunities at all levels

- *Identify/plan for the redevelopment of vacant lots through the D&D program*
- *Support the Community Development Corporation*
- *Review incentives for existing home renovations*
- *Partner with the Chamber on new housing construction*
- *Support the development of low-income & senior housing*

Objective 4: Proactively prepare for development of all types

- *Pursue site certification for an industrial site*
- *Complete transportation projects which provide development opportunities*
- *Identify and prioritize greenfield development locations*
- *Enhance/update developer experience with the City*

We will know our actions were effective through development occurring and through the creation of areas which are ready for development.

Key indicators for measurement of this goal are the following:

⇒ **Community Survey Data**

- % positive overall economic health
- % positive vibrancy of Downtown
- % positive for variety of housing options
- % positive for overall quality of utility infrastructure

⇒ **Commercial & Industrial Growth**

- New building permit valuation- new residential, residential alteration, and commercial/industrial new construction and alteration
- Assessed valuation by Urban Renewal Area

⇒ **Residential Unit Demand**

- New residential unit development with the goal to build 1,000 new units by 2024

GOAL 1: Expand and improve development in the community

	Projected Completion	Assigned Resources
<i>Objective 1: Support the Marshalltown Central Business District and development in Downtown</i>		
Implement Downtown design standards	3/31/2022	H&CD
Administer Catalyst Building grant program	4/30/2023	Admin
Administer the shared wall grant program	4/30/2022	Admin
Administer the Downtown Revitalization Grant	8/31/2024	H&CD
Complete the State Street Reconstruction Project	12/31/2023	Admin, H&CD, PW
Complete City-owned demolition projects in the downtown	12/31/2022	Admin, H&CD
Create a plan for the temporary improvements/long term use of 21 W Main St	6/30/2022	Admin
Meet monthly with UPH to discuss future of downtown campus	Ongoing	H&CD
Partner with the Chamber to create redevelopment scenarios for hospital, vacant lots	12/31/2022	Admin, H&CD, PW
Continue funding for the MCBD Incentive Grant Program	11/30/2022	Admin, Finance
Create a Downtown Wayfinding Plan/color scheme with MCBD	6/30/2022	Admin, H&CD
<i>Objective 2: Support and promote commercial and industrial development</i>		
Construct the Edgewood/North 8th Avenue Extension	12/31/2022	PW
Plat the Edgewood industrial area and sell available lots	12/31/2022	Admin, H&CD
Complete the selective rezoning of the Highway 14 Corridor	3/31/2022	H&CD
Apply for a RAISE grant for the Highway 14 Corridor Improvements	7/1/2022	Admin, H&CD, PW
Create Urban Renewal Area #7 for the Highway 14 Corridor (north of Bromley)	5/31/2022	Admin
Promote and support Water Works' plans for enhanced water production	12/31/2022	Admin, PW
Assist Water Works with grant writing as needed	12/31/2022	Admin, H&CD, PW
Investigate industrial Wastewater Treatment Plant capacity enhancements	12/31/2022	PW
<i>Objective 3: Increase housing opportunities at all levels</i>		
Implement at least one new TIF residential district to support public infrastructure costs	12/31/2022	Admin
Create a program to support low-to-moderate income housing using both ARPA and TIF LMI funds	6/30/2022	Admin, H&CD
Support the Marshalltown Community Development Corporation (CDC)	Ongoing	Admin, H&CD
Implement ARPA-funded program for home repairs in low-income census tracts	6/30/2022	Admin, H&CD
Provide funding to 10 homes under the Chamber's new home buyer incentive	12/31/2022	Admin, H&CD
Support the Timber Creek Ridge Senior Housing project	5/31/2022	Admin, H&CD
<i>Objective 4: Proactively prepare for development of all types</i>		
Construct Creekside Estates infrastructure	12/31/2022	PW
Construct UnityPoint Health secondary access	12/31/2022	PW
Construct South 7th Avenue extension (south of Olive Street)	12/31/2022	PW
Identify greenfield development locations and develop marketing info for locations	12/31/2022	Admin, H&CD, PW
Work with the Chamber on the Industrial Site Certification process	12/31/2022	Admin, H&CD, PW
Consider other infrastructure projects for development projects	Ongoing	Admin, H&CD, PW

GOAL 2: ENHANCE MARSHALLTOWN'S PUBLIC IMAGE

Objective 1: Eliminate blight throughout the community

- Continue the Dangerous and Dilapidated Building Program and obtaining title to properties
- Implement the Lead Program
- Enhance nuisance enforcement efforts
- Implement the EPA Brownfield grant

Objective 2: Design and construct capital projects which enhance quality of life and aesthetics

- Complete the Airport Hangar/Terminal project
- Implement the Wayfinding Master Plan
- Complete the railroad crossing safety improvements/Quiet Zone project
- Implement the Parks and Recreation Master Plan
- Identify and plan trail improvement projects throughout the community
- Incorporate recommendations from the Marshalltown Arts and Culture Master Plan

Objective 3: Improve communication of programs & initiatives

- Enhance the City's social media presence
- Conduct the biennial National Community Survey
- Continue to hold the Police and Fire Citizens Academies and find a permanent funding source
- Develop a public campaign for stormwater management
- Develop communications around understanding of the City's finances

Objective 4: Support positive community marketing

- Market the More Than Ever initiative/community through multiple forms of media
- Identify ways to implement the "M" logo
- Partner with the Chamber and Vision Marshalltown on other new initiatives to enhance community pride

We will know our actions were effective through the reduction of blighted properties, City projects which enhance the aesthetics and appearance of the community and enhanced community pride.

Key indicators for measurement of this goal are the following:

⇒ Blight Reduction

- Demolition permits issued
- City demolition permits issued
- # of nuisance cases initiated

⇒ Quality of Life & Communication

- % positive rating for the overall appearance of Marshalltown
- % positive rating of public information services
- % positive rating of Marshalltown as a place to visit
 - # of Facebook followers
 - # of News Flash subscribers

⇒ Enhanced Community Pride

- % positive rating for the overall image or reputation
- % positive rating of sense of civic/community pride
- % of positive rating of Marshalltown as place to live

GOAL 2: Enhance Marshalltown's public image

	Projected Completion	Assigned Resources
<i>Objective 1: Eliminate blight throughout the community</i>		
Demolish 10 structures under the D&D program	12/31/2022	H&CD, Admin
Submit Lead Grant extension request to HUD	3/31/2022	H&CD
Complete 25 projects under the HUD Lead Abatement grant program	12/31/2022	H&CD
Apply for HUD Lead Abatement and/or Healthy Homes grant	12/31/2022	H&CD
Create and hold a training on citizen role in nuisance abatement	12/31/2022	H&CD
Implement the EPA Brownfield Grant, create ongoing Brownfield Program	8/31/2024	H&CD
<i>Objective 2: Design and construct capital projects which enhance the aesthetics of the community</i>		
Complete the Pickleball Pocket Park	5/31/2022	Admin, P&R, PW
Complete Elk Park Improvements	6/30/2022	Parks & Rec
Aquire land for Phase 2 of West End Park Master Plan	12/31/2022	Parks & Rec
Design, complete Peterson Park Improvements	12/31/2022	Parks & Rec
Design, complete Kiwanis Park Improvements	12/31/2023	Parks & Rec
Implement Phase 1 of Riverview Park Master Plan (stormwater)	12/31/2023	Parks & Rec
Design, complete Park 101 (101 West Main pocket park)	12/31/2023	Admin, P&R
Implement enhancements at the Cartwright Farmers Market	6/30/2023	Admin, P&R, PW
Complete the installation of one monument entry sign as part of the Wayfinding Plan	9/30/2023	Admin, PW
Implement Riverview Park and Airport wayfinding signs	6/30/2022	Admin, P&R
Install wayfinding directional signs	6/30/2022	PW
Install new park signs with park improvements	12/31/2022	Admin, P&R
Complete the Freedom Rock-Skate Park trail connection	6/30/2023	Admin, P&R, PW
Complete railroad crossing safety/quiet zone improvements	12/31/2022	Admin, PW
Design and bid the Center Street viaduct repair project	12/31/2022	PW
Complete the construction of the Airport Terminal/Hangar	2/28/2022	PW
Plan, design and bid SRF Sponsored project	12/31/2022	PW
Accept the recommendations of the Arts and Culture Master Plan	4/30/2022	Admin
<i>Objective 3: Improve communication of City programs and initiatives</i>		
Provide the Citizens Police Academy	5/30/2022	Police
Provide the Citizens Fire Academy	11/30/2022	Fire
Provide Budgeting 101 in-person and online	3/31/2022	Finance
Identify other social media platforms for use and specify types of communication	9/30/2022	Admin
Develop and implement a public campaign for stormwater education	12/31/2022	PW
Conduct the National Community Survey	12/31/2022	Admin
Promote notifications on City website to increase users	12/31/2022	Admin
Identify key City forms/materials for translation into most common languages	12/31/2022	All Departments
Recognize volunteer board and commission members for years of service milestones	12/31/2022	Admin
<i>Objective 4: Support positive community marketing</i>		
Complete community marketing contracts with OnMedia, Vision Marshalltown	8/31/2022	Admin
Review the need for ongoing marketing contracts	7/31/2022	Admin
Review the promotions and marketing agreement with the Chamber	6/30/2022	Admin
Continue to work with the Chamber, Vision Marshalltown on the More Than Ever initiative	Ongoing	Admin

GOAL 3: CONTINUALLY IMPROVE & SUSTAIN THE CITY'S ORGANIZATION AND SERVICES

Objective 1: Review policies, procedures, and ordinances for updates

- Rewrite the City's zoning ordinance
- Draft and review updated City plans
- Review odor ordinance
- Adopt the International Property Maintenance Code
- Review storm sewer rates
- Review Code of Ordinance sections for improvements
- Incorporate diversity, equity and inclusion into City policies

Objective 2: Develop comprehensive plans for City infrastructure and improvements

- Continue to implement the Street Improvement Plan
- Continue eliminating gaps in existing sidewalks
- Implement private ADA sidewalk improvements
- Complete the City Hall/Carnegie building updates

Objective 3: Recruit, retain, and train employees in order to maintain a successful workforce

- Review the non-bargaining wage scale
- Include Employee Survey data in decision-making
- Continue to focus on health and safety in the workplace
- Enhance employee communication and recognition

Objective 4: Review existing City functions for efficiencies

- Implement a LEAN process improvement program
- Work with others to evaluate recreation programming
- Evaluate changes to inspection services
- Review automated traffic enforcement as supplement to PD
- Consider Region 6 funding request for transportation

Objective 5: Maintain a financially healthy organization

- Review General Fund revenues and expenditures
- Close out disaster projects
- Consider new revenue possibilities
- Pursue grant funding

We will know our actions were effective by not having to amend to allow for the Council to take action on an item, modern infrastructure, a successful workforce, and fiscal stability.

Key indicators for measurement of this goal are the following:

⇒ **Policies and Procedures**

- % positive rating of City services (by service)
- % positive overall customer service provided by City employees

⇒ **Modern Infrastructure**

- Pavement condition index rating
- # of miles of new streets and sidewalks
 - # of miles of resurfaced streets
- % positive rating of overall utility infrastructure

⇒ **Successful Workforce**

- Employee satisfaction rating
- Employer Modification Factor for Workers' Comp

⇒ **Fiscal Stability**

- Bond Rating
- % positive rating for the value of services for taxes paid

GOAL 3: Continually improve the City's organization & services

	Projected Completion	Assigned Resources
<i>Objective 1: Review policies, procedures, and ordinances for updates</i>		
Place an item on the November 2022 ballot to renew LOST through 6/30/35	11/30/2022	Admin
Complete the rewriting of the City's Zoning Ordinance	3/31/2022	H&CD
Amend the Emergency Operations Plan to reflect changes from the derecho	6/30/2022	All Departments
Create Continuity of Operations Plan	9/30/2022	All Departments
Collect data on odor levels in the community to determine if ordinance changes are needed	12/31/2022	Admin, PW
Adopt the International Property Maintenance Code for rental inspection changes	6/30/2022	H&CD
Review the Fire Code open burning as part of a discussion of odors in the community	12/31/2022	Fire
Complete a stormwater rate study	6/30/2022	PW
Review City-issued licenses and permits for necessity	6/30/2022	Admin
Create a policy for the incorporation of diversity, equity and inclusion in City operations	4/30/2022	Admin
Create a taskforce to review City operations by department with a DEI policy	Ongoing	All Departments
<i>Objective 2: Develop comprehensive plans for City infrastructure and improvements</i>		
Present an Annual Street Improvement Program to the City Council	6/30/2022	PW
Complete the sidewalk gap project near Anson and Fisher Elementary Schools	12/31/2022	PW
Fund and complete the sidewalk gap projects near Hoglan Elementary School	8/30/2023	PW
Complete first round of dangerous sidewalk abatement notices and repairs	12/31/2022	PW
Complete new Finance space remodel in City Hall	6/30/2022	PW, Finance
Investigate reuse of second story of City Hall	12/31/2022	Admin, PW
<i>Objective 3: Recruit, retain, and train employees in order to maintain a successful workforce</i>		
Continue annual training days on Veteran's Day and Presidents Day	11/30/2022	HR
Issue an RFP for a consultant to review the non-bargaining wage scale if ILOC inadequate	9/30/2022	HR
Continue monthly Safety Committee meetings	Ongoing	HR
Plan and implement communication methods that reach all City employees	Ongoing	All Departments
Conduct the National Employee Survey	12/31/2022	HR
Create a city-wide employee recognition program	12/31/2022	All Departments
<i>Objective 4: Review existing functions for efficiencies</i>		
Convene a discussion on recreation programming in Marshalltown	6/30/2022	P&R
Implement Energov update for website enhancements for developers/process improvement	6/30/2022	H&CD
Complete a LEAN process for Library donations	6/30/2022	HR, Library
Review Region 6 funding request "carevan"/Peoplerides	6/30/2022	Admin, PW
Issue RFP and contract for Rental Inspection Services	6/30/2022	H&CD
Issue an RFP and contract for Building Official services	2/28/2022	H&CD
Issue an RFP and contract for Fire Inspection services	2/28/2022	Fire
Issue an RFP for implementation of automated traffic enforcement (ATE)	3/31/2022	Police
<i>Objective 5: Maintain a financially healthy organization</i>		
Present long term financial projections for the General Fund revenues and expenditures	3/31/2022	Finance
Complete all insurance and FEMA-related reimbursements for 2020 derecho	12/31/2022	Admin, Finance
Review City fees and charges	6/30/2022	All Departments
Investigate the implementation of a franchise fee on gas and electricity	12/31/2022	Admin, Finance
Consider the creation of new utilities to support specific functions- urban forest, street lights	6/30/2022	Admin, Finance, PW
Pursue grant funding for City functions and projects	Ongoing	All Departments

GOAL 4: PARTNER WITH CITIZENS, FOR-PROFIT, NON-PROFIT AND OTHER GROUPS TO IMPROVE QUALITY OF LIFE

Objective 1: Partner with the Arts & Culture Alliance/MPAC to promote public art in the community.

- *Develop a plan for public art to be part of City buildings and future improvements*
- *Continue to identify ways to incorporate art into parks and recreational spaces*
- *Implement the Marshalltown Arts and Culture Master Plan*

Objective 2: Partner with Trails Inc. on trail-related initiatives

- *Work with Trails Inc. on the implementation of the Placemaking Plan*
- *Identify outside funding for trail-related projects and promote the fundraising of Trails Inc.*
- *Strengthen communication & connection with the Hardin County Trails Commission*
- *Complete the bridge 2 to 5 replacement project*

Objective 3: Work with other entities on partnerships which benefit the community

- *Continue to work with the County Treasurer on public nuisance properties reuse*
- *Strengthen the relationship with the County Board of Supervisors*
- *Support public safety-related groups (Crimestoppers, Red Cross smoke detector installation, neighborhood watch)*
- *Serve as applicant and pass through for State/federal grants for non-profit entities*
- *Work with others to discuss solutions to community issues like homelessness, food scarcity, mental health, etc.*
- *Complete land transfer from the DOT to the Fisher Governor Foundation, YMCA*
- *Coordinate a conversation with community organizations with DEI initiatives*

We will know our actions were effective by promoting arts and cultural activities, providing trails, and supporting quality of life initiatives within the community.

Key indicators for measurement of this goal are the following:

⇒ Arts and Culture

- % positive rating for community support for the arts
 - % positive rating for opportunities to attend cultural/arts/music activities

⇒ Trails

- Pavement rating of existing trails
- % positive rating for the availability of walking paths and trails

⇒ Quality of Life Initiatives

- % positive rating of overall quality of life
- % positive rating of opportunities to attend special events
 - % positive rating of health and wellness opportunities

GOAL 4: Partner with citizens, for-profit, non-profit & others to improve quality of life

	Projected Completion	Assigned Resources
<i>Objective 1: Partner with the Marshall County Arts and Culture Alliance/MPAC to promote public art in the community</i>		
Discuss public art as part of the Airport Terminal project	6/30/2022	Admin, PW
Discuss public art as part of the State Street reconstruction	12/31/2022	Admin, PW, H&CD
Support the Alliance's mural program	Ongoing	Admin, H&CD
Work with the Alliance to implement the Marshalltown Public Art Master Plan	Ongoing	Admin
Consider a policy with a set-aside for public art in City projects	9/30/2022	Admin
<i>Objective 2: Partner with Trails Inc. on trail-related initiatives</i>		
Complete the replacement of bridges 2 through 5	12/31/2023	PW, P&R
Maintain sharrows through the community on designated routes	9/30/2022	PW
Assist Trails Inc. with plan development and grant applications	Ongoing	P&R, PW, Admin
Review trail connectivity throughout Marshalltown and to Marshall County w/ Trails Inc.	12/31/2022	P&R, PW, Admin
Promote the fundraising efforts of Trails Inc.	Ongoing	All Departments
Initiate planning/fundraising for a trailhead for the Iowa River's Edge Trail	12/31/2022	Admin, P&R, PW, H&CD
Hold annual meeting with Hardin County Trails Commission	12/31/2022	P&R
<i>Objective 3: Work with other entities on partnerships which benefit the community</i>		
Continue the MPACT program with YSS	12/31/2026	Police
Initiate a public nuisance tax sale with each annual tax sale	5/31/2022	Admin, H&CD
Review a list of County-held tax certificates to determine if reuse opportunities exist	12/31/2022	Admin, H&CD
Work with Water Works to identify/implement mutually beneficial projects	Ongoing	Admin, PW
Meet quarterly with the County Board of Supervisors	Ongoing	Elected Officials, Admin
Dispose of land to Fisher Governor Foundation and YMCA (acquired through DOT)	6/30/2022	Admin
Implement the CDBG-Public Facilities grant with MICA for facility improvements	12/31/2023	Admin, H&CD
Implement the CDBG-CV grant with Emergency Food Box for equipment	6/30/2023	Admin, H&CD
Work with other entities to talk about diversity, equity, inclusion initiatives in Marshalltown	Ongoing	Admin
Invite agencies part of official City projects/community initiatives to Council meetings	Ongoing	All Departments
Attend Marshall & Hardin County Coordinating Board for homelessness discussion	Ongoing	Admin
Meet with community partner working on food scarcity	Ongoing	Admin
Research neighborhood safety programs for implementation	6/30/2022	Police