

City of Marshalltown Goal Setting
AGENDA
November 17, 2014
10:00 AM
Council Chambers, 10 W State Street

- Introductions and warm up activity
- Ground rules
- Open discussion—what do you feel good about with respect to the “State of the City”?
- Review Council belief statements and their role
- Visioning—in 4-5 years we envision that the City of Marshalltown will?
 - Progress?
 - Any additions or deletion?
- Review on-going priorities, add to, delete, etc.
- Review priority projects & make adjustments if needed
- Update—addressing the top challenges for 2014—Randy
- What are the challenges the City faces
 - Internal (the organization)
 - External (the community)
- What needs to happen to address these challenges?
 - Which challenges should receive priority?
- Update –pursuing 2014 opportunities—Randy
- What opportunities lie ahead
 - Short term—12 months or less
 - Long term
- As you consider your belief statements, our visioning conversation, ongoing priorities, strengths, the challenges that need to be faced, and the opportunities that may lie ahead, where should you and staff focus your energy during the next 12-24 months? Where should you begin to lay the groundwork now?
- What broad goals should staff pursue?
- Adjourn

City Council Belief Statements

- We believe everyone has the responsibility to make a positive contribution to improve our community and quality of life.
- We believe everyone deserves respect and a safe, clean city.
- We believe that city government will at all times provide excellent service.
- We believe our decisions should encompass immediate needs and a vision of the future
- We respect our employees and place a high value on the contributions and accomplishments they provide to the community. We will keep in mind the role differences between department heads and elected officials.
- It is our intent to make objective decisions based on understanding, facts, trust, and community input.
- We believe that it is essential for the city government to provide information to the community in a timely manner, which builds mutual trust and understanding.

Visioning –In 4-5 years we envision that the City of Marshalltown will...

- Implement the All American City plan leading to a renewal of the award in 2016
- Remain economically sound, with sufficient funding for adequate services and service improvement
- Be “one vibrant community,” regardless of geography or demographic differences
- Have strong neighborhood associations
- Have more downtown living units
- Have more family oriented events
- Experience population growth with an every increasing majority of the people who work here choosing also to live here
- Benefit from people taking more responsibility for both improving and maintaining their property
- Have an improved road system
- Have kept existing businesses
- Be a hub for development including commercial, **energy**, industrial, professional and retail
- Complete the new fire and public safety building projects
- **Have more housing units for young professionals including quality, market rate rental units**
- **Continue recreational trail development**

City of Marshalltown Existing Priorities November, 2013

Ongoing Priorities

- Nuisance/property maintenance code enforcement
- Downtown development
- Street repair
- Storm and sanitary sewer redevelopment
- Support Imagine initiatives
- Continue lead abatement program
- Maintain emphasis on quality services
- Upgrade city website
- Enhance public image of the city
- Public safety including but not limited to addressing person to person crimes, housing safety and public safety building projects
- Citizen involvement to include but not limited to more involvement in serving on City boards and commissions, neighborhood watch organizations, take an active approach to cultivating increased civic involvement
- Downtown sidewalks and gutters (not City owned)
- Windows based computer system
- Implement the comprehensive plan
- **Collaborative community-wide communication**

Priority Projects, Programs, Policies and Initiatives—November, 2013

1. Implement the comprehensive road improvement plan.
2. Maintain all sidewalks and gutters which includes developing a funding plan.
3. Public safety buildings
4. **Each neighborhood will have access to a park and/or recreational trail**
5. **The City will be an active participant from the onset with any planning related to potential downtown development associated with the hospital move.**

Which challenges to begin to address over the next 12 months -2013

- Leadership transition
- City organizational structure
- Lack of public involvement
- Continuity of Operations Plan
- Available funding
- **Public safety buildings**
- **Community appearance**

What are the challenges facing the City (the organization)--2013

- Available financial resources –limited or no growth or decrease in the money available to the City
- Rules and regulations that local governments face which make it more challenging to be efficient and effective
- Succession planning
- Communicating with diverse populations
- Need for a continuity of operations plan
- Keeping up with technology
- Aging facilities
- Keeping a positive organizational image and attitude
- Effectively mentoring new employees
- Internal communications
- Unfunded mandates from the State & Federal government
- Recruitment and retention of employees

- Organizational structure including the ratio of supervisors to employees and the ratio between the number of employees per the population
- **Economic development—in keeping with the priority of remaining fiscally sound while recognizing the impact of property tax legislation—Action Step—an outline of what is currently happening in the community including the Chamber, MEDIC, and other groups as well as City efforts including TIP, tax abatement, etc. need to be developed and brought before the Mayor and Council.**

What are the challenges facing the City (the community)--2013

- Having enough activities to be an attractive place to live
- Lack of public involvement
- Aging population
- Leadership transition and finding replacements for the Council, **volunteers, philanthropic persons**, boards/commission, civic groups, etc.
- Demographic changes—diversity, low income, etc.
- Need for water service
- **Citizens need additional education on what their tax dollars do/do not pay for.**
- **Local businesses need to be actively engaged addressing challenges that diverse populations are experiencing including but not limited to offering ESL classes on paid time, how their employees adapt to life in a new land, assistance they need as they experience challenges, etc.**
- **The digital divide and how it impacts persons without access to /understanding of modern technology.**
- **Low-income transportation.**

What opportunities lay ahead--2013

Short term (one year or less)

- Pursuing the Great Places Art and Culture Grant
- The six week traveling exhibit featuring the “Dustbowl and Drought”
- Continuing the outreach to the immigrant community by City staff
- The “Story Corps” featuring community stories on public radio
- Housing development incentives such as TIF, tax abatement remembering to consider the financial impact of these incentives
- The “Building one Community” leadership development addressing workforce diversity programming
- The move of the hospital from downtown in the spring of 2014
- Keeping politically engaged with the League and local legislators on the impact of the 2013 property tax legislation, particularly as it relates to the State’s commitment to backfill lost revenue

Long term

- All American City programming –implementation
- Public safety buildings
- Ongoing conversations with partners and allies
- Railroad vacation
- **Recreational trail ongoing development**
- **More street improvements—consider the possibility for up to \$2 million in street improvement bonds**
- **Securing reimbursement for the work done on the airport runway**
- **The potential for additional two way streets**