



## Agenda

City Council Work Session Meeting  
20 Second Avenue SW, Oelwein  
6:30 PM

April 27, 2026  
Oelwein, Iowa

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**Mayor:** Brett DeVore

**Mayor Pro Tem:** Matt Weber

**Council Members:** Tony Cannon, Anthony Ricchio, Lynda Payne, Jason Gearhart, Renee Cantrell

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### Pledge of Allegiance

### Discussions

- [1.](#) Discussion with Matt Graham from Kinetic Fiber
- [2.](#) Discussion on the 8th Avenue NE Crosswalk.
- [3.](#) Discussion on Goal Setting.

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### Adjournment

In compliance with the Americans with Disabilities Act, those requiring accommodation for Council meetings should notify the City Clerk's Office at least 24 hours prior to the meeting at 319-283-5440



To: Mayor and City Council  
From: Dylan Mulfinger, City Administrator  
Subject: Kinetic Fiber/Windstream  
Date: 4/27/2026

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The following was provided by Matt Graham Utility Project Coordinator from Kinetic Fiber/Windstream.

My name is Matt Graham and I am the Utility Project Coordinator for Kinetic Fiber/Windstream in Eastern Iowa. We are in the process of deploying a fiber optic network in the City of Oelwein. We have submitted several permits to the city for the ability to install conduits in the city Rights of Way.

4/23/26

After speaking with Dylan this morning, I wanted to get some additional aerial photos to you to better show our proposed installation. I am also gathering photos of the cabinets and pedestals you can expect to see in the ROW.

We have 14 separate areas planned, labeled 2NDAV, 2NDST, LNCLN, 7THAV, 1STNW, 8THAV, 1STSW, CHRLS, 6THAV, CHARL, 5THST, 3RDAV, 8THST, and FRDRK on the photos. There is one photo that shows the entire city.

As I said on the original email, the red lines indicate buried residential conduit, the blue lines indicate higher capacity lines in the same conduit, and the dark blue lines indicate existing high-capacity buried fiber optic cable. The conduits for both the residential and higher capacity cables will either be in 12.5mm flexible duct or 1.25" HDPE, depending on several installation factors.

All lines will be bored in, no open trench. We will observe any conflicts we find using either hand digging or hydro-excavation equipment. We will call for 811 locates more than 48-hrs in advance and will work with your public works department to be sure we coordinate our schedule with your ability to mark the locates.

I look forward to being able to speak with the council. If there are any questions you are aware of beforehand, please let me know so I can get answers and maximize the time for other questions.

4/22/2026

Kinetic is the fiber optic arm of Windstream Communications. We have been in the area for many years and want to expand our services to more people. We are focused on serving more rural communities and the hubs for those areas and we think Oelwein is one of those hubs. We have designed a network that should be able to serve nearly everyone in the city, if they want, with as little impact as possible. However, there will be some disruption when installing the conduit. I want to be sure that the council is aware of the proposed project when they see crews in the city and citizens are complaining. I want them to know the benefits of our services and what it brings to Oelwein.



We are focused on residential services with this build. Our network will be fiber-to-the-home, with a fiber from the pedestal into the home and connected to the router. Some providers offer a fiber to the ROW and a CAT5 cable or other standard connection to the home. That is better than a cable network or DSL line, but fiber-to-the-home offers vastly superior speeds and reliability. It allows home internet users the ability to work from home, stream TV, operate cell phones, and play online games without lag time.

Fiber optic access is something that people look for in a community when relocating. It used to be that it was a "plus"; now it's a checkbox that is needed. With remote work being as prevalent as it is, a fiber network will allow people to relocate from anywhere. That is the same for industry. Many businesses require a fiber network to operate due to security concerns. The only way they can obtain the security they need is to be able to send encrypted information fast and a "hard-wired" connection is mandatory.

Oelwein has several providers but none offer all the benefits of a fiber-to-the-home network. There is a provider that rivals our available speed but it is not a wired connection, another offers similar download speeds to Kinetic but their upload speeds are not even close. We offer symmetrical service – 1-2Gbps download and 1-2Gbps upload. Even if there were a competitor that offers the same speed and security, competition is a good thing. It forces everyone to keep prices in line and to update their technology to maintain relevance.

The map below shows an approximate extent of our plan. The entire network is proposed to be buried with pedestals between properties to allow for service. We prefer to use the pedestal because the buried vaults cause long-term problems; the seals eventually fail and water gets into the conduit, if the handhole is full of water it can freeze and we can't do service during the winter, and it is difficult to find the access points when a snowplow covers the ROW with 4 feet of snow. The pedestal allows the conduit to come out of the ground preventing water from filling it, pedestals are much easier to access in the winter, and are more reliable long-term.

We have several different service "polygons", as shown on the map. This divides the town into service areas. It allows us to maintain service as routine maintenance and emergency service is being performed. The city will be connected to the main transmission cables from two directions adding redundancy. We already have some higher count fiber running through Oelwein. We will be connecting our residential fiber to these higher-count fiber lines. The below map shows the plan. The dark blue line is the existing fiber running through the City. We are proposing to install the light blue lines as access to the individual polygons and the red lines are proposed residential service lines. From the residential service lines, we will add "drops" to individual houses.

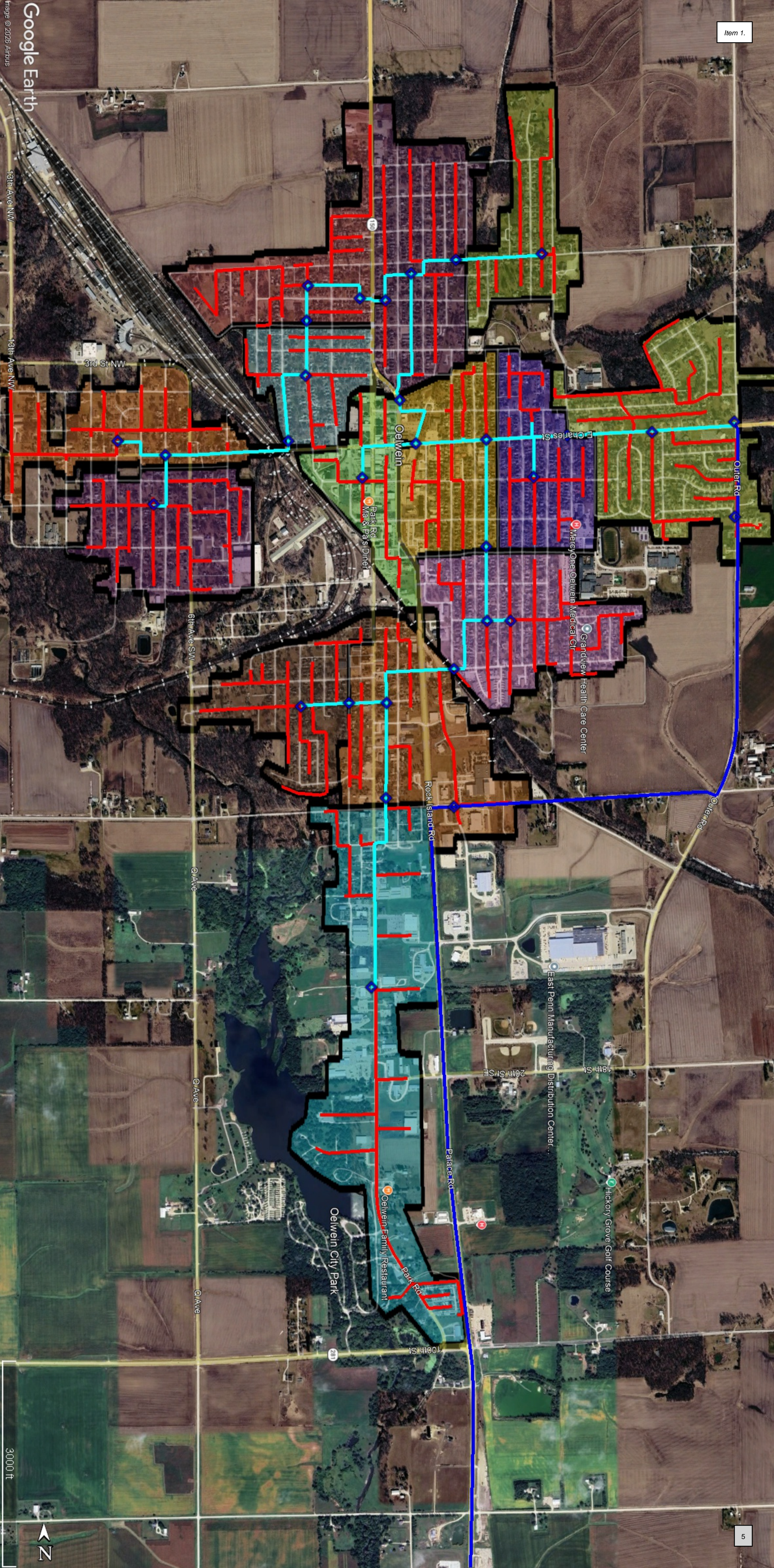
I want to be clear, we are only proposing to work in the ROW and utility easements; we are not going to work in any homeowner's property. We are installing access to the network, any drop line will be up to the homeowner.

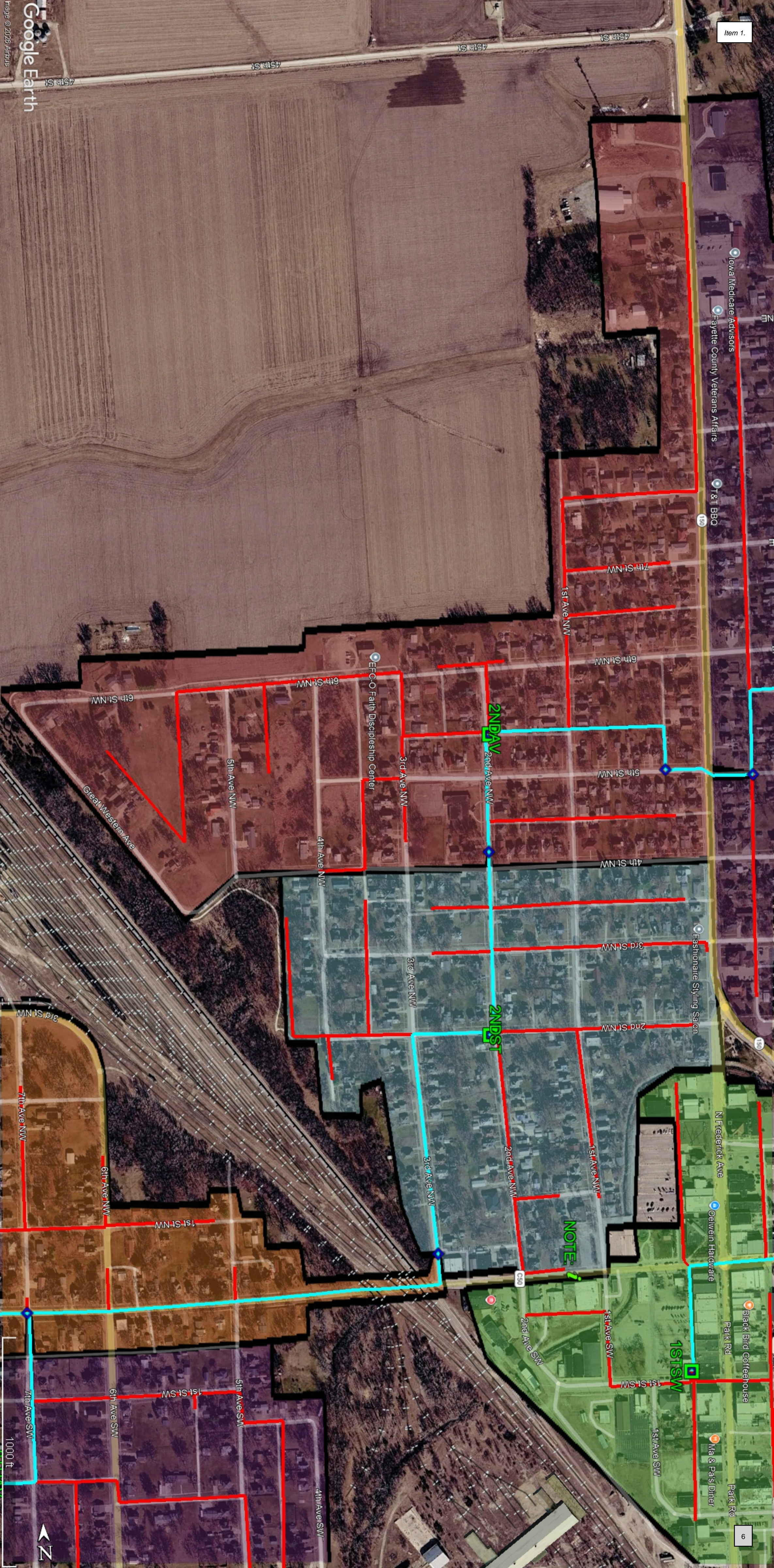
In any ROW or easement work, Kinetic is responsible for any damage we cause. I never say "if" there is a problem because working underground will always find things that we didn't know were there. So when there is a problem, Kinetic will fix the issue. That is one of the reasons we always bore under roads at 48" when we install elsewhere at 24"-36", we don't want to disturb the prepared roadbed. It is usually easy to see when we cause damage to a water main, or worse, gas and electric lines. That brings work to a

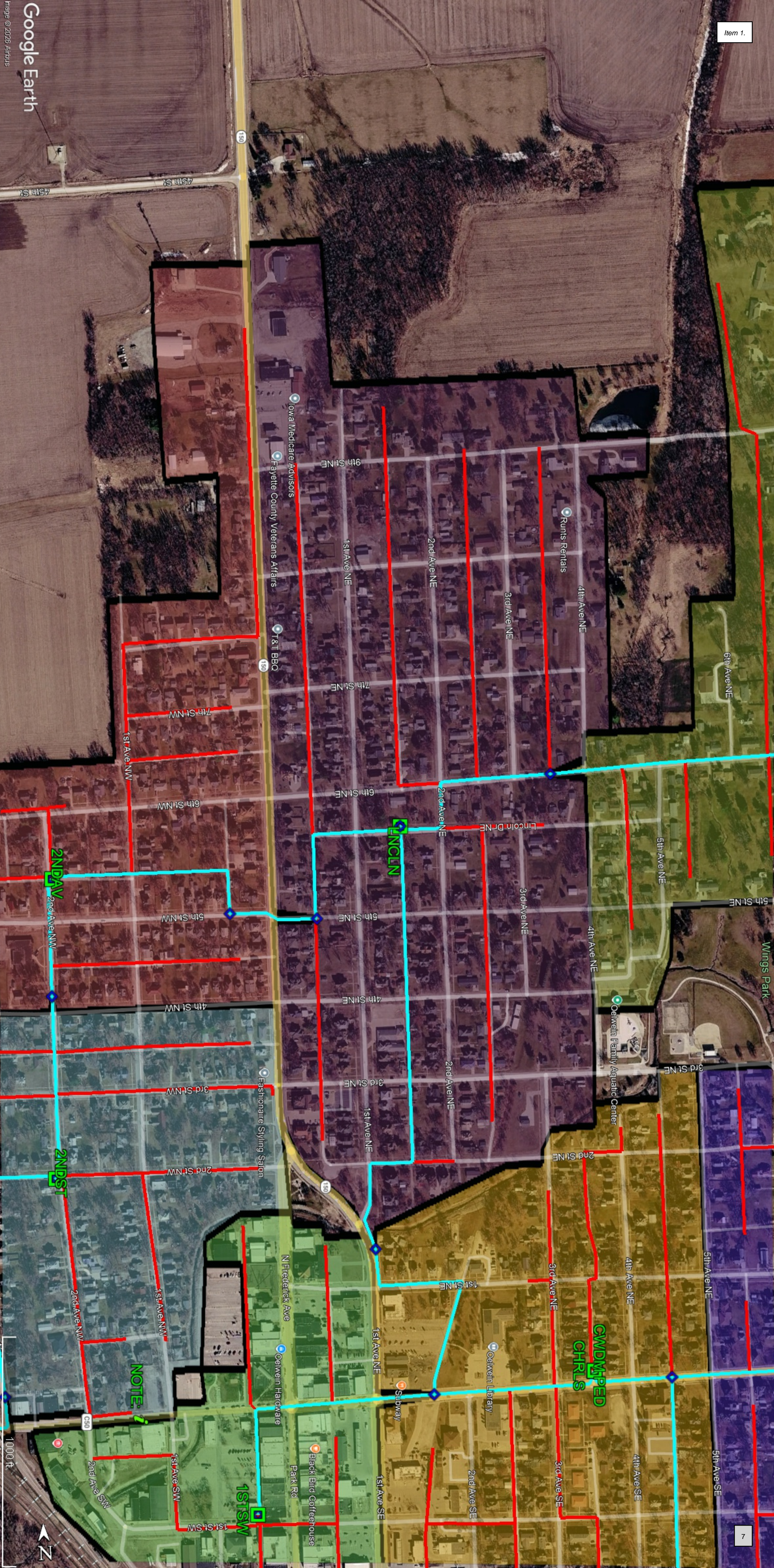


complete stop until the problem is solved. Not as evident are sewer laterals or when we nick a sewer line that eventually collapses. If we installed at that point, we are obligated to fix the damage. I am currently dealing with culverts that were drilled through years ago that nobody realized were damaged until the county wanted to line the inlet/outlet. We are responsible for the repair costs. It is a cost of doing business and we accept that risk.

I look forward to speaking to you at your council meeting on 4/27. I prefer a dialog as opposed to a presentation, so please come with questions and I will try to answer them. If I can't answer I will contact someone who does and get you the answer.







6th Ave NE

5th Ave NE

3rd St NE

4th Ave NE

5th Ave NE

5th Ave SE

Runt's Rentals

Oelwein Family Aquatic Center

Oelwein Library

Subway

Black Bird Coffeehouse

Iowa Medicare Advisors

Fayette County Veterans Affairs

T & T BBQ

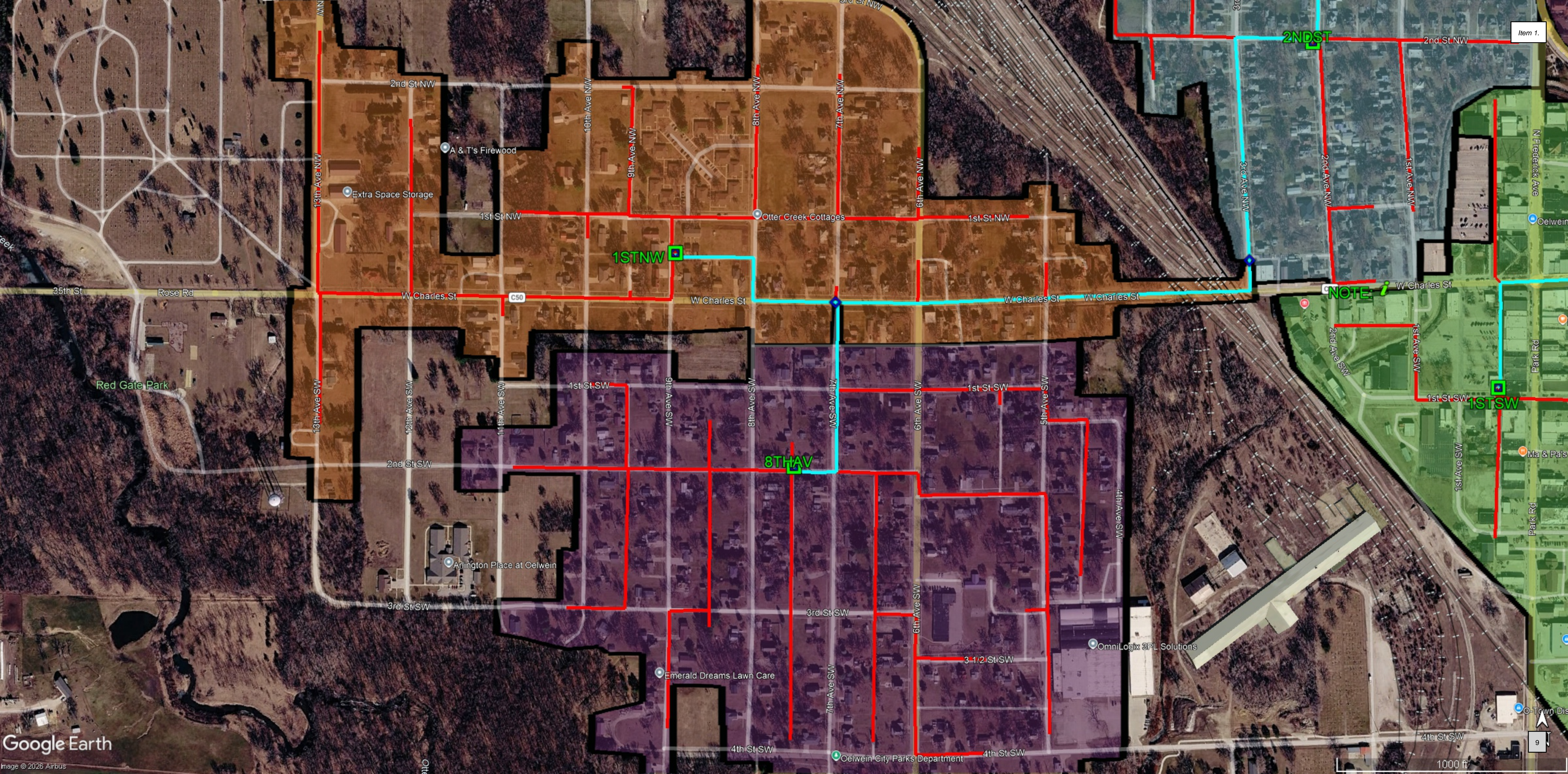
Fashionaire Styling Salon

Oelwein Hardware

Park Rd

NOTE: !





Item 1.

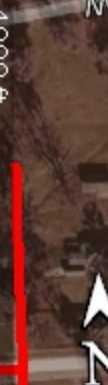
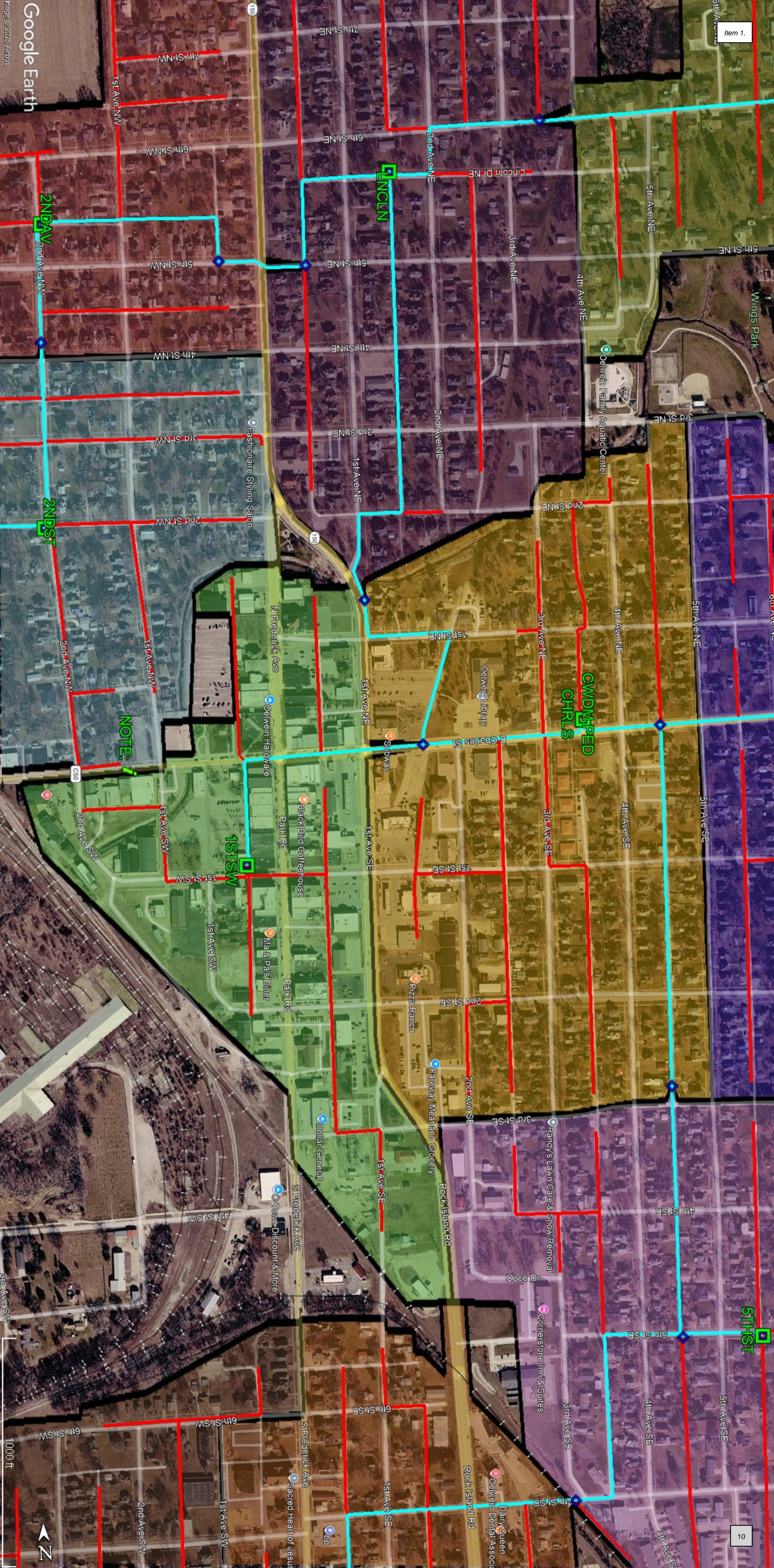
2NDST

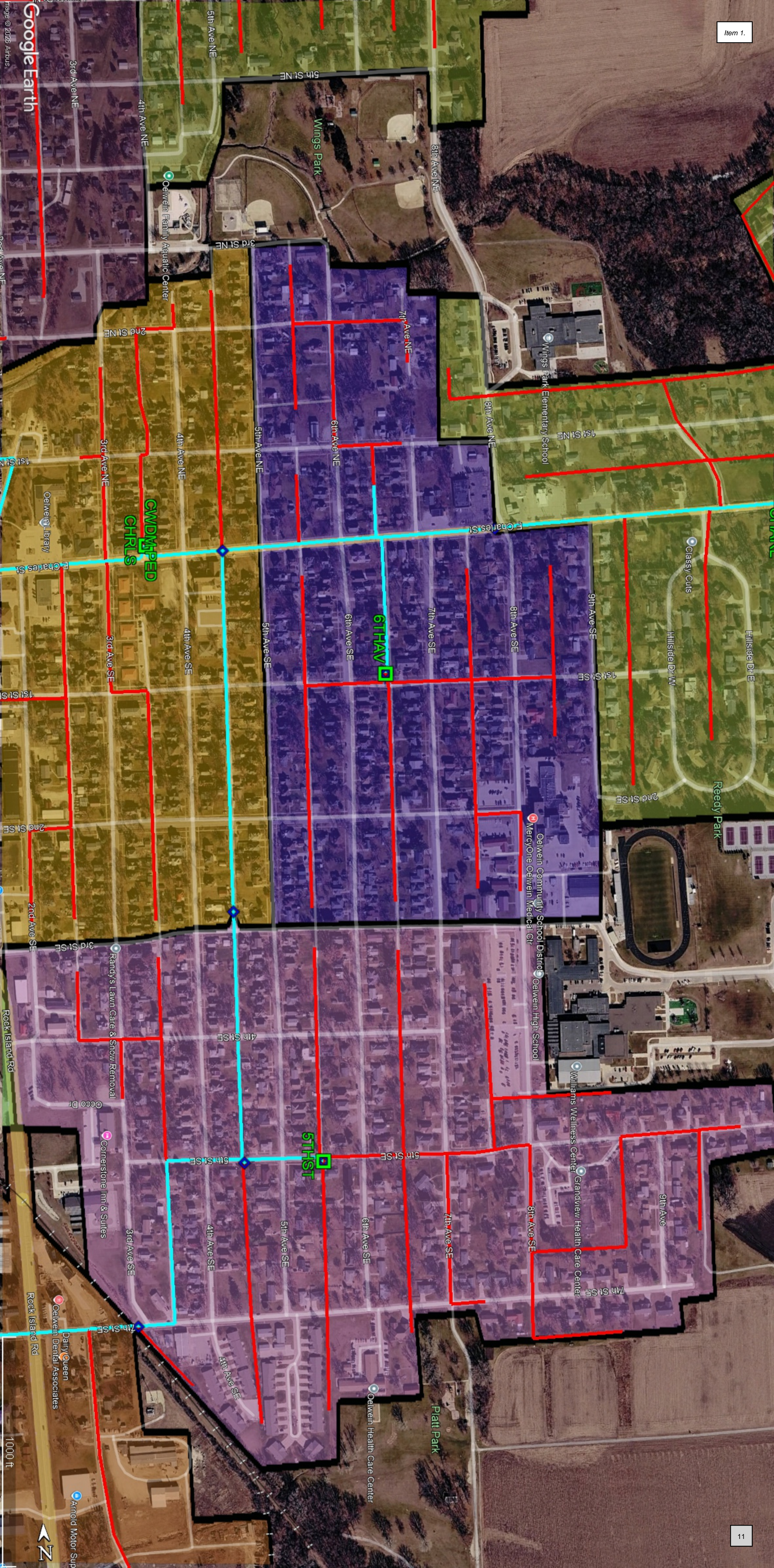
1STNW

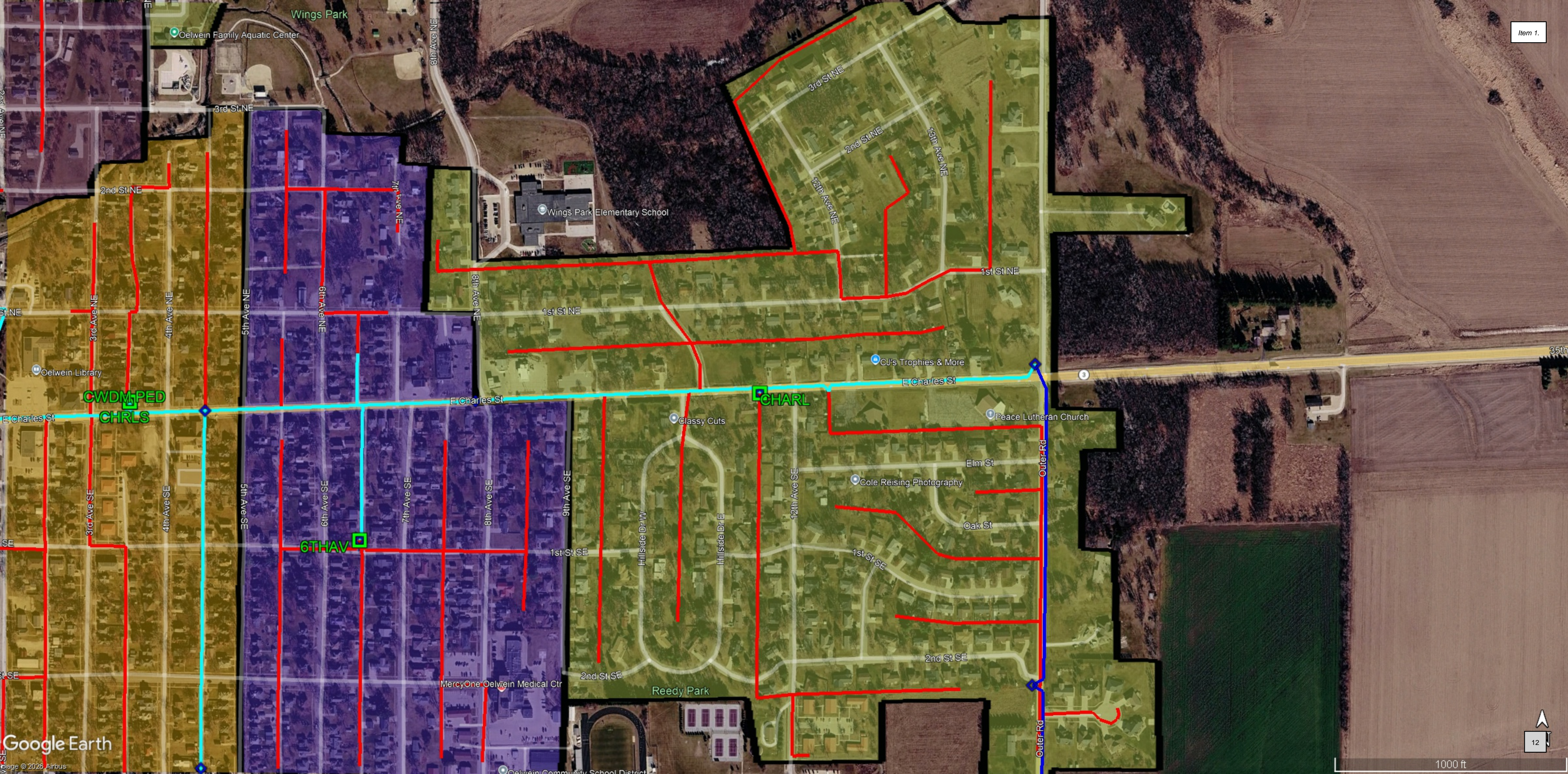
NOTE

1STSW

8THAV





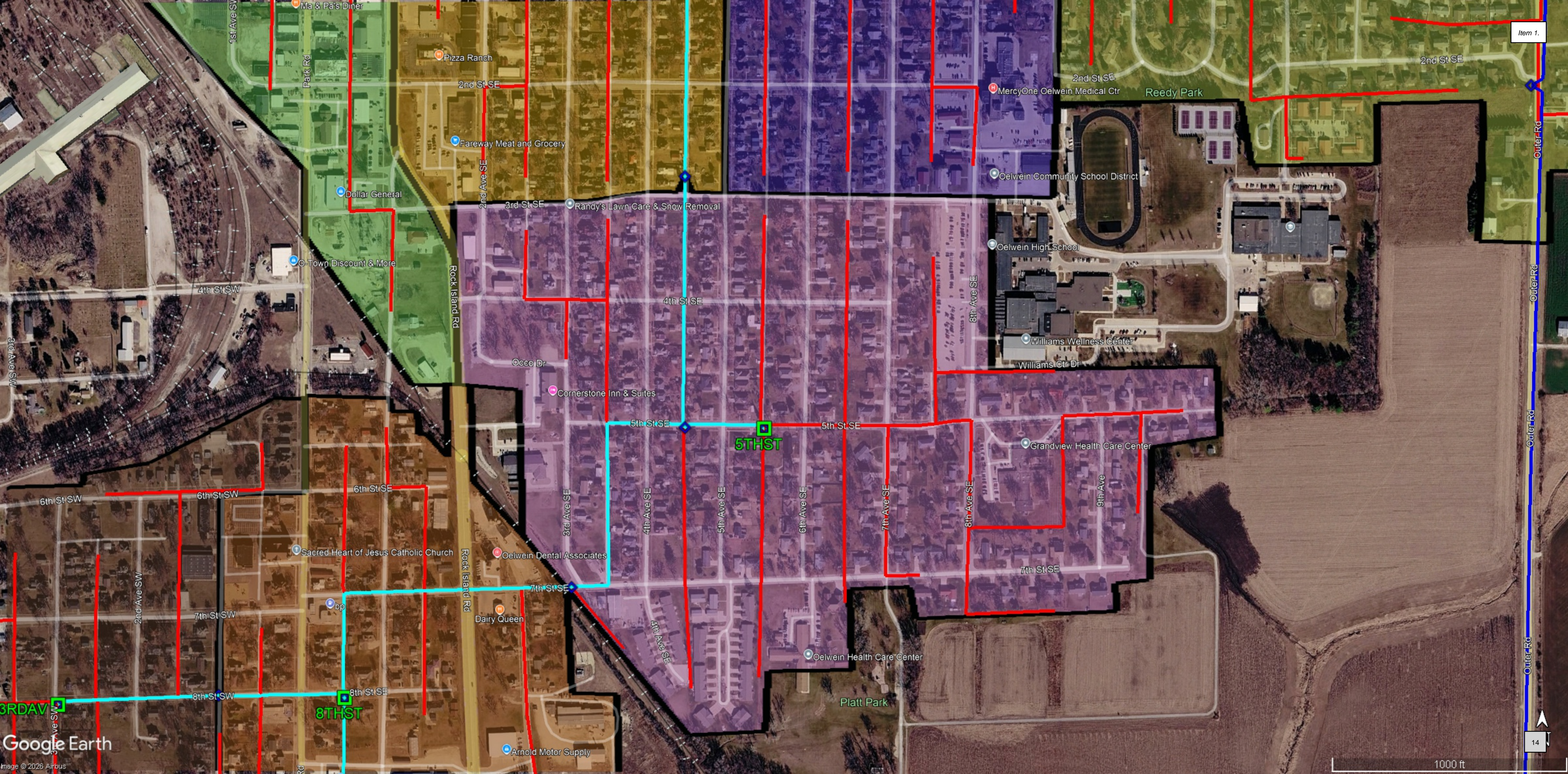


CWDM PED  
CHRLS

CHARL

6THAV





Item 1.



Outer Rd

Outer Rd

Outer Rd

Outer Rd

2nd St SE

2nd St SE

2nd St SE

1st Ave SW

Park Rd

2nd Ave SE

3rd St SE

4th St SW

Rock Island Rd

4th St SE

Occo Dr

8th Ave SE

Cornerstone Inn & Suites

5TH ST

5th St SE

Grandview Health Care Center

6th St SW

6th St SW

6th St SE

3rd Ave SE

4th Ave SE

5th Ave SE

6th Ave SE

7th Ave SE

8th Ave SE

9th Ave

Sacred Heart of Jesus Catholic Church

Oelwein Dental Associates

7th St SE

2nd Ave SW

7th St SW

bp

Rock Island Rd

7th St SE

Dairy Queen

4th Ave SE

Oelwein Health Care Center

Platt Park

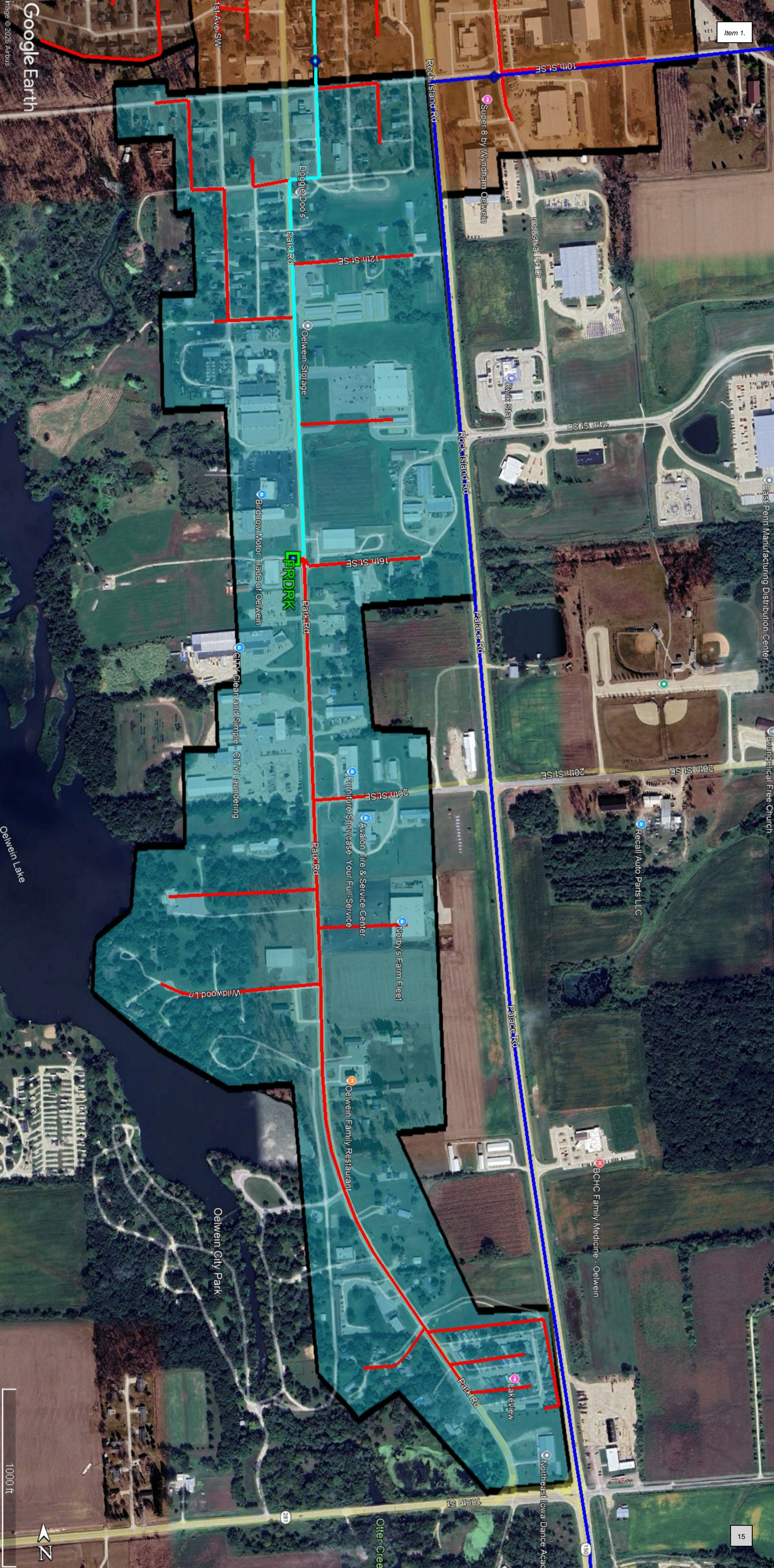
8th St SW

8th St SE

8TH ST

Arnold Motor Supply

1000 ft



Oelwein Lake

10000 ft





To: Mayor and City Council  
From: Dylan Mulfinger, City Administrator  
Subject: 8<sup>th</sup> St NE Crosswalk  
Date: 4/27/2025

I would like to talk about the beginning of this project. As you know my child goes to Wings. Last year we biked a couple of times and walked. Even though the sidewalk does not even go from my house to the park, this intersection was still my biggest issue. The diagonal crosswalk was over 100 feet. This crosswalk was not conducive to pedestrians or motorist. With this issue, I spoke with Public Works Department, and we went through several renditions. The new design takes the crosswalk from over 100 feet to 25 feet.

- Cones
  - Positive
    - Cheap
    - Movable
    - Readily available
    - Not the most expensive option
    - Won't damage a car
  - Cons
    - Will be in the creek within one night
    - Won't stop much of anyone or anything
    - Will have to be reposition weekly if moved or struck



- Cement barriers from manats
  - Positive
    - Readily available
    - Not the most expensive option
    - Completely stop a car from striking a person or child
    - Removable
  - Negatives
    - Would ruin any car that comes in contact
    - Excessive
    - Would make the west path narrow for bicycle traffic
    - While removable, takes considerable staff time to stage and remove
    - Does not follow any type of traffic regulation

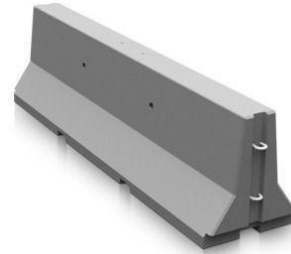


- Crowd control fencing
  - Positive
    - Cost \$3,594.64
    - Very visible
    - Removable
  - Negatives
    - Won't stop much





- Can be moved and thrown into the creek
  - Will need to be replaced when broken
- Plastic Jersey Barrier
  - Positives
    - Highly visible
    - Removable
    - Can be customized
    - Stop or delay a car
  - Negatives
    - Must be filled with water or a non-freezable liquid
    - Breakable
    - Sun fade appearance
- Cement Jersey barriers
  - Positive
    - Will stop a car
    - Removable
    - Safest option for pedestrians
    - MUTCD compliant
  - Negatives
    - Expensive \$15,000-\$20,000
    - Will ruin most vehicles
    - While removable, takes considerable staff time to stage and remove
- Road Delineator Post
  - Positive
    - Cost \$2,164.76
    - Removable
    - Easily replaceable
  - Cons
    - Won't stop much physically
    - Most likely to get damaged
    - Continued maintenance
- Park Stops (chosen option)
  - Positive
    - Cheap, under \$2,000
    - Removable
    - Creates a walking lane
  - Cons
    - Low visibility
    - Won't necessarily stop a car

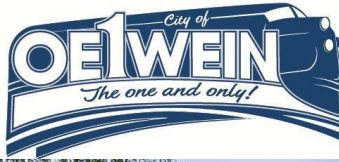




- Reconstruction of the road to include a crosswalk and bridge sidewalk
  - Positive
    - Safest for motorist and pedestrians
    - Permanent solution
  - Cons
    - \$100,000
    - It will never be a high enough priority compared to other street projects

With all of that being laid out I want to make sure that the city council sees the work and thought process that went into creating this new, and potentially temporary crosswalk. Was there a major problem that needed fixed, no. Was there an issue that could use a temporary fix, yes. Staff is trying something to see if it works, this is what we should do in our organization.





City Hall sent out letters to residents and the responses are as follows:

Do you believe the crossing was unsafe for someone on a bicycle or walking?	When traveling 8th Ave NE, do you see residents use the crosswalk?	Have you had any issues or witnessed any issues with someone trying to cross while bicycling or walking?	Do you believe the new crosswalk offers a safer crossing for bicyclist and walkers?	Have you noticed vehicles slowing down at the new crosswalk?	Do you believe the new crosswalk is confusing for drivers?	Do you believe the new crosswalk is confusing for walkers and bicyclist?	Do you believe the new crosswalk is effective?
No	Yes	No	No	Yes	Yes	Yes	No
No	Yes	No	No	Yes	Yes	Yes	No
No	Yes	No	No	Yes	Yes	Yes	No
Yes	No	No	No	No	Yes	Yes	No
Yes	No	Yes	No	No	Yes	Yes	No
Yes	No	No	No	No	Yes	Yes	No
No	Yes	No	No	Yes	Yes	No	No
No	Yes	No	No	No	Yes	No	Indifferent
No	No	No	No	Yes	Yes	Yes	No
No	No	No	No	Yes	Yes	Yes	No
No	No	No	Indifferent	Yes	Yes	Yes	No
No	No	No	No	Yes	Yes	Yes	No
Yes	Yes	Yes	Yes	Yes	No	No	Yes
No	Yes	No	Indifferent	Yes	No	Indifferent	Indifferent
No	Yes	No	Indifferent	No	No	No	No
No	Yes	No	No	Yes	Yes	Indifferent	Indifferent
No	No	No	No	Yes	Yes	Yes	No
No	No	No	Yes	Yes	Yes	No	Yes

Please provide any comments on the crosswalk for city staff:

This sign is confusing for auto's as they do not know whether to stop or continue on if no one is at the crosswalk. There is also crosswalk sign on a pole slightly south of this one which really makes the entire area confusing.

I believe what makes drivers slow down is the sign, not the crosswalk. I find the west side of the new crosswalk to be dangerous when walking when you want to go straight. It's a trip hazard in that instance.

This should have went to the Public Safety Committee for review before being implemented. Tax payers dollars are continuing to be spent by the time it took staff to put it together, printing it and mailing out this survey and then reviewing the responses.

The new crosswalk is only if you are using the trail. The added "curb" around this area only pushes the people walking, biking, or whatever they are on to the middle of the road if they are not coming off of the trail. This area by the curve has always been an issue and the curbs don't help fix anything. I can't wait until the winter comes to see how crappy it is with snow and ice on the road. Is it possible to figure out a way to extend the trail to the little concrete bridge and over it in effort to line the sides up?

I feel it needs to be taken out. It narrows the road I think about winter coming. How are the plows gonna get through there to clean plus it puts cars closer together going through there during the winter how are they gonna get it clean with the way it's set up now. My thoughts are take it down. I've never seen anybody have any trouble crossing that walkway I rarely see anybody trying to cross that when I use that road and I live on that road.

Some drivers slow down  
Some don't  
I hope you take it down in the winter  
Or else it will cause issues

\*referencing No. 5 - yes to avoid hitting the sign or to keep from running of the rubber strips in the road. I use the trail, biking almost daily. It serves NO safety to me. I live on 8th Ave NE. I travel that street several times a day. I don't ever remember seeing a pedestrian NEEDING safety signage.

Additional Comment: 8th Ave NE/SE and E. Charles traffice signals need MUCH more attention that the cross walk. Make these these lights flash red both directions 24/7and traffic will flow expeditiously and safely!

\*\*Entered from paper copy\*\*

I understand for the ragbrai riders but I thought temp. It's not a good place to be. We have never had issues before this was places with crossing the road. I think it should be taken down is my opinion  
To wide on west side of the street. Kids on bikes ride more in the road now rather then on the side of road.

i don't think people understand how to use it. i have witnessed bicyclists and pedestrians continue to walk diagonally across the street avoiding the crosswalk

Only concern I have, is snow plows in winter, can they safely get thru there when plowing?

I don't think in the winter time it should be used. Certainly more potentially for problems.

- 1) Seldom saw anyone
- 2) Not that often
- 6) Just Initially
- 8) Somewhat

\*\* entered from paper copy  
\*\*\*\*ENTERED FROM PAPER FORM\*\*\*\*

I have never seen any issues with the original crosswalk. The new crosswalk will be destroyed by snow plows and of course the driver will be blamed NEEDLESSLY.  
It definitely slows vehicles down, but I feel if we open up the line of sight and put bigger signs for bike trails and have a larger stop for pedestrians on each end and get rid of the bumper strips, definitely won't work during winter months

\*\*ENTERED FROM PAPER COPY\*\*  
#5 - sometimes  
It is a stupid design



To: Mayor and City Council  
From: Dylan Mulfinger, City Administrator  
Subject: Goal Setting  
Date: 4/27/2026

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The city council must dust off and reinvigorate the current city goals. After an election it is important to make sure the city council is in agreeance on the direction of the city. This is essential for staff to be successful. The city council has several options when it comes to goal setting.

1. Consultant
  - a. Bring in a consultant to facilitate the process. Take community, staff, and city council input on all items.
  - b. The city council would set a budget then send out RFPs.
2. Retreat Day
  - a. Take four hours on a Saturday morning and knock out all of the goals for the city.
  - b. Facilitated by the City Administrator.
  - c. Includes department heads.
3. Work Session
  - a. Pick a work session time and hammer it out in less than two hours
  - b. Facilitated by the City Administrator.
  - c. Includes department heads.
4. Staff Presents
  - a. Staff provides and updates the goals and presents them for a discussion and vote by the city council
5. All of the Above
  - a. Blend options from above and move forward until goals are set.

The city council can discuss a timeline and expectations. How much input is needed and how focused the goals should be for the city. The city can consider all the current goals provided in the [comprehensive plan](#) as the kick starter for this project.

## Chapter 4: Community Elements & Goals

# Elements Overview

This chapter presents a vision for the future of Oelwein. It also contains goals and strategies to achieve the vision. The goals and strategies described throughout the chapter were established through the planning process, public engagement activities, Steering Committee input, and the Community Profile.

The goals and strategies have been divided into the following categories:

- Community Vision & Character
- Community Facilities
- Housing
- Transportation
- Parks & Recreation
- Economic Development
- Agricultural & Natural Resources
- Resiliency
- Intergovernmental Collaboration

This section defines goals and strategies as follows:

## **Goals:**

A long term target that states what the community wants to accomplish. Written in general terms, the statement offers a desired condition through implementation.

## **Strategies:**

A strategy is a statement that identifies a course of action to achieve a goal. They are more specific than goals and are usually attainable through planning and implementation through direct action.

An overview of the goals are listed on the following page. Each goal has at least two strategies for achieving the goal, these are listed throughout this chapter. For action items that can be used to implement these goals and strategies, please refer to Chapter 7, Strategic Plan & Implementation.

These goals and strategies are designed to facilitate the implementation of Oelwein's vision of health, safety, sustainability, and development.

### Community Vision & Character

**Goal 1:** Continue to improve the health, safety, and well-being of all Oelwein residents.

**Goal 2:** Encourage participation in community-based opportunities.

### Community Facilities

**Goal 1:** Maintain reliable, quality services, utilities, and facilities to encourage growth and reinvestment.

**Goal 2:** Enhance communication procedures for residents to continue improving the public services and quality of life for all residents.

### Housing

**Goal 1:** Plan for safe, attractive, and accessible housing (physically and financially) to meet existing needs and forecasted housing demands of all residents of the community.

**Goal 2:** Support a range of housing options to retain and continue to attract people at various life stages including young professionals, families, and the aging population.

### Transportation

**Goal 1:** Support a comprehensive transportation system that provides accessibility to traditional and alternative modes of transportation effectively throughout Oelwein.

**Goal 2:** Identify and address primary transportation infrastructure needs to reduce barriers across the City of Oelwein.

### Parks & Recreation

**Goal 1:** Provide a robust recreation system to all residents and visitors.

**Goal 2:** Develop and support a comprehensive system of safe, aesthetically pleasing, and useful open spaces and trails that serve the entire community.

### Economic Development

**Goal 1:** Encourage diverse economic opportunities for business development and commerce to support job opportunities and amenities for Oelwein residents and the region.

**Goal 2:** Support strategic economic growth within the Downtown area and provide additional retailers, businesses, and services for the community.

### Agricultural & Natural Resources

**Goal 1:** Manage, enhance, and preserve land and water resources by preserving the natural environment through development mitigation strategies in pertinent natural areas including wetlands and floodplains.

**Goal 2:** Support the protection and enhancement of natural features native to Oelwein and the region.

### Resiliency

**Goal 1:** Encourage sustainable practices throughout the community including development and infrastructure methods.

**Goal 2:** Participate in development and implementation of local emergency plans including the Fayette County Hazard Mitigation Plan.

### Intergovernmental Collaboration

**Goal 1:** Coordinate with Fayette County, neighboring counties, and neighboring municipalities to optimize regional planning efforts.

**Goal 2:** Partner with local, state, and federal agencies to enhance the culture and resources of Oelwein.

# Community Vision & Character

## Background

An overview of the goals are listed on the following page. Each goal has at least two strategies for achieving the goal, these are listed throughout this chapter. For action items that can be used to implement these goals and strategies, please refer to Chapter 7, Strategic Plan & Implementation.

These goals and strategies are designed to facilitate the implementation of Oelwein's vision of health, safety, sustainability, and development.



## Community Vision & Character Goals & Strategies

### **Goal 1:**

Continue to improve the health, safety, and well-being of all Oelwein residents.

### **Strategy 1a:**

Enhance safety throughout the City of Oelwein.

### **Strategy 1b:**

Improve access to healthcare services and promote a healthy lifestyle.



### **Goal 2:**

Encourage participation in community-based opportunities.

### **Strategy 2a:**

Foster a strong sense of community culture.

### **Strategy 2b:**

Continue to offer community-wide communication opportunities.

# Community Facilities

## Background

Public and private utilities are a fundamental need for growing and sustaining a community, and important to the residents of Oelwein. Without comprehensive public and private infrastructure, facilities, and services, the continued growth of the community would stall. The following page contains goals and strategies to help overcome these challenges and others related to the community's infrastructure.



## Community Facilities Goals & Strategies

### **Goal 1:**

Maintain reliable, quality services, utilities, and facilities to encourage growth and reinvestment.

#### **Strategy 1a:**

Explore development incentives that prioritize infill development/ redevelopment and utilize existing public infrastructure.

#### **Strategy 1b:**

Explore alternative parking space requirements that reduce the need for large parking lots.

#### **Strategy 1c:**

Evaluate opportunities to make improvements or relocate City facilities located in floodplain areas.

### **Goal 2:**

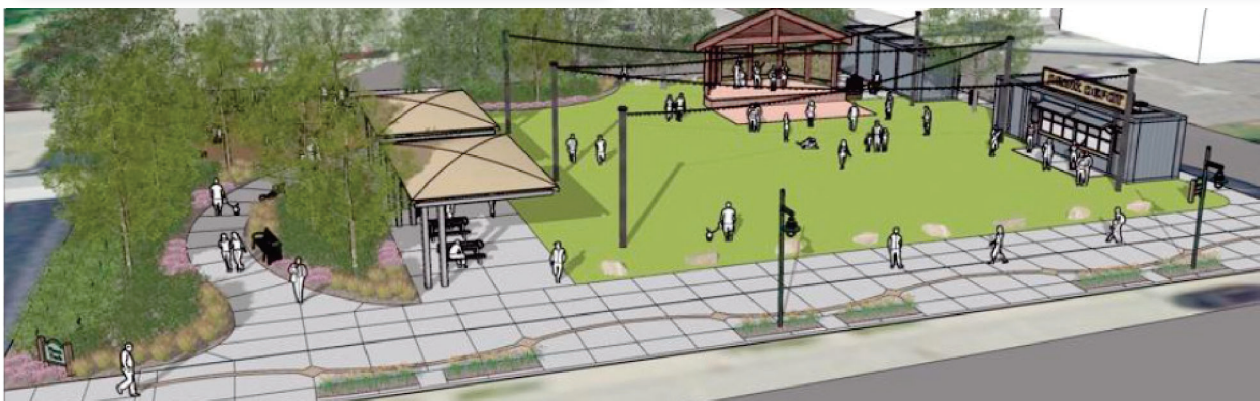
Enhance communication procedures for residents to continue improving the public services and quality of life for all residents.

#### **Strategy 2a:**

Adopt a maintenance and replacement schedule into City Code.

#### **Strategy 2b:**

Establish regular community outreach processes regarding public facilities and services.



# Housing

## Background

As Oelwein grows and changes, its housing must change to meet the needs of the population. Housing is included in a comprehensive plan to provide guidance for decision-makers and developers when considering additions to and renovations of the housing stock throughout Oelwein.



## Housing Goals & Strategies

### **Goal 1:**

Plan for safe, attractive, and accessible housing (physically and financially) to meet existing needs and forecasted housing demands of all residents of the community.

### **Strategy 1a:**

Produce and maintain community facilities, utilities, and infrastructure that are attractive to developers, current residents, and future residents.

### **Strategy 1b:**

Continue to improve the housing stock of Oelwein through local housing program.



### **Goal 2:**

Support a range of housing options to retain and continue to attract people at various life stages including young professionals, families, and the aging population.

### **Strategy 1a:**

Explore opportunities for mixed-income housing developments to promote socioeconomic diversity.

### **Strategy 2b:**

Continue to maintain a comprehensive assessment of the local housing market to identify gaps in affordable housing options.

# Transportation

## Background

A community’s mobility network is a vital community feature and should be able to facilitate all modes of movement. Transportation is about the ability to readily and safely gain access to work, school, shopping, recreation, medical care and social gatherings. Oelwein is fortunate to have easy access to Highway 20, Highway 330, Highway 3, Highway 150, Interstate 35, and the greater Des Moines Metro region. The City’s future transportation network should anticipate the needs of users of different types of transportation methods and ensure efficiency and safety across the system.



## Transportation Goals & Strategies

### **Goal 1:**

Support a comprehensive transportation system that provides accessibility to traditional and alternative modes of transportation effectively throughout Oelwein.

### **Strategy 1a:**

Encourage non-vehicular transportation options and overall connectivity.

### **Strategy 1b:**

Coordinate transportation plans with other city and regional plans.

### **Goal 2:**

Identify and address primary transportation infrastructure needs to reduce barriers across the City of Oelwein.

### **Strategy 2a:**

Prioritize maintenance and improvement of transportation infrastructure.

### **Strategy 2b:**

Prioritize safety in multimodal transportation development.

# Parks & Recreation

## Background

Oelwein’s recreation ranks very high on the list of contributions towards an improved quality of life. These recreational amenities provide residents and visitors with a higher quality of life and will help keep the county growing and thriving. Additionally, recreational opportunities add economic value and positively affect property value, tourism, and commerce. The following are goals and strategies to support recreation, parks, and trails throughout Oelwein.



## Parks & Recreation Goals & Strategies

### **Goal 1:**

Provide a robust recreation system to all residents and visitors.

#### **Strategy 1a:**

Diversify recreational facilities to expand opportunities for numerous activities.

#### **Strategy 1b:**

Prioritize distribution of adequate green space in future development.

### **Goal 2:**

Develop and support a comprehensive system of safe, aesthetically pleasing, and useful open spaces and trails that serve the entire community.

#### **Strategy 2a:**

Establish and continue partnerships with Fayette County, the State of Iowa, adjacent cities, school districts, churches, and civic organizations to provide recreation facilities and programs.

#### **Strategy 2a:**

Improve accessibility of recreation facilities and programs for residents and visitors.

#### **Strategy 2c:**

Devise a comprehensive park and recreation assessment and plan that evaluates impacts of the Otter Creek tributary on existing parks and potential greenspace. evaluate opportunities to make improvements or relocate City facilities located in floodplain areas.

# Economic Development



## Background

Economic development is realized through the expansion and retention of jobs, diversity of businesses, subsequent increases in buying power, and investments in the built environment. Achieving economic prosperity requires collaboration between public and private entities along with community support. Oelwein recognizes that economic success requires collaboration with other public entities and will continue to be an active support for these efforts.



## Economic Development Goals & Strategies

### **Goal 1:**

Encourage diverse economic opportunities for business development and commerce to support job opportunities and amenities for Oelwein residents and the region.

### **Strategy 1a:**

Support the development of public and private partnerships that aid existing and potential businesses.

### **Strategy 1b:**

Provide guidance for future economic growth.



### **Goal 2:**

Support strategic economic growth within the Downtown area and provide additional retailers, businesses, and services for the community.

### **Strategy 2a:**

Focus on revitalization and accessibility of Downtown Oelwein.

### **Strategy 2b:**

Create walkable, people-oriented places that are enjoyable to inhabit and that enable people to walk between businesses.

# Agricultural & Natural Resources

## Background

Oelwein has many natural areas that are vital to the well-being of the community and the health of the regional ecosystems. There is also productive agricultural land throughout the community that provides current and future economic growth and wealth. This section outlines the goals and strategies for preserving, protecting, and restoring agricultural and natural resources. These systems are often interconnected and these strategies address various aspects such as water, land, wildlife, air, vegetation, food systems, and the overall welfare of the city's resources.



## Agricultural & Natural Resources Goals & Strategies

### **Goal 1:**

Manage, enhance, and preserve land and water resources by preserving the natural environment through development mitigation strategies in pertinent natural areas including wetlands and floodplains.

### **Strategy 1a:**

Support healthy watersheds.

### **Strategy 1b:**

Enhance existing natural areas.



### **Goal 2:**

Support the protection and enhancement of natural features native to Oelwein and the region.

### **Strategy 2a:**

Conserve and restore natural features such as trees and natural waterways.

### **Strategy 2b:**

Support community gardens, farmers markets and other similar community based food projects.

# Resiliency

## Background

Resiliency is the ability of a system to respond to, adapt to, and recover from negative events. Resiliency has three major components: social, economic, and environmental. Strong social networks, efficient economies and thoughtful government budgets, and the protection of vital natural resources all have a positive impact on a community’s ability to bounce back after unexpected disruptions like natural disasters.



## Resiliency Goals & Strategies

### **Goal 1:**

Encourage sustainable practices throughout the community including development and infrastructure methods.

#### **Strategy 1a:**

Promote environmental sustainability.

#### **Strategy 1b:**

Support economic sustainability.

#### **Strategy 1c:**

Provide relocation opportunities for public, private, and residential properties that are chronically impacted by flooding of the Otter Creek Tributary.

### **Goal 2:**

Participate in development and implementation of local emergency plans including the Fayette County Hazard Mitigation Plan.

#### **Strategy 2a:**

Engage in maintaining and advertising the Fayette County Hazard Mitigation Plan.

#### **Strategy 2b:**

Encourage neighborhood involvement to increase safety through active participation of residents.

# Intergovernmental Collaboration

## Background

Successful and economically vital communities are built from collaborative efforts among the city, local school district, businesses, and organizations. They also form relationships with regional organizations such as Fayette County, nearby cities, the State of Iowa, and federal agencies. This section helps inform the city's strategy on collaboration with those entities and provides guidance on reaching out to new partners and maintaining existing relationships.



## Intergovernmental Collaboration Goals & Strategies

### **Goal 1:**

Coordinate with Fayette County, neighboring counties, and neighboring municipalities to optimize regional planning efforts.

### **Strategy 1a:**

Coordinate with Fayette County and surrounding municipalities to develop mutually beneficial land use plans.

### **Strategy 1b:**

Coordinate with local partners to develop a cohesive, convenient transportation system.

### **Goal 2:**

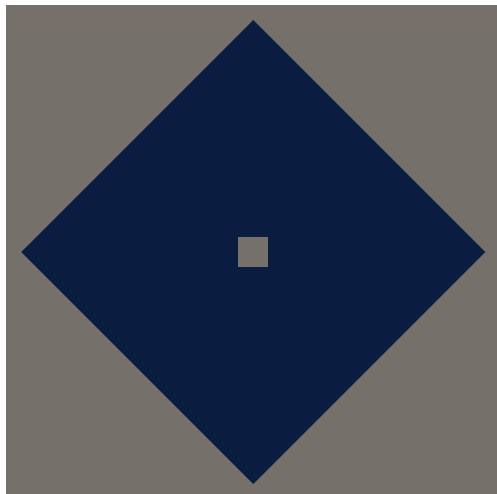
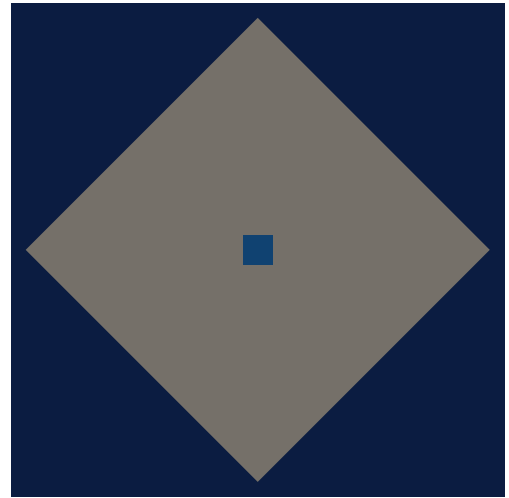
Partner with local, state, and federal agencies to enhance the culture and resources of Oelwein.

### **Strategy 2a:**

Support the Oelwein Community School District in their growth and community engagement activities.

### **Strategy 2b:**

Partner with the Iowa Department of Natural Resources to advance planning efforts for natural resources, green space and trail development.



### 2020 Topics for Council Discussion

- Airport Future
  - What is council's end goal?
- Wellness Center Funding
  - What is Council's end goal?
- County Recycle Bins
  - What is Council's end goal?
    - Sending a letter to the county landfill commission in February requesting that the bins be removed and the fee no longer charge to Oelwein.
- County Recycle Fees
  - What is Council's end goal?
- Water Sewer Rates
  - How aggressive does council want to approach replacing infrastructure?
    - Working on a quote from Speer and Fox Engineering
    - Working on a schedule that includes higher loads from industry
- Audit Findings
  - Update of progress from staff.
- Abatement and Enforcement Personnel
  - What is the expectation for abatement and is it possible to meet?
- Police Manpower
  - What is the expectation for the Police Department and is it possible to meet?
- Volunteer Firefighter Numbers
  - How can council help?
- Speed Cameras
  - What is the end goal?
    - Once the county start moving toward the program Oelwein will start
- City Owned Properties
  - What is the next step with city owned properties?
    - February 22 meeting will be from 8AM to 2:00 PM. Tour in the morning and discussion during and after lunch.
- City Hall Plan



### **Mission Statement**

The City of Oelwein strives to provide services and opportunities that utilize old charm with new thinking to ensure success for future generations.

### **Values**

**Creative and Visionary** –We believe that an openness to creative and visionary thinking will result in new opportunities, increased efficiencies, and excitement about the future.

**Transparency**–We believe that transparency, keeping the community informed through open, honest, and welcoming communication, is essential for an informed and involved citizenry.

**Team Work** –We believe that staying connected with each other and the community can build necessary support systems and help maintain trust.

**Adaptability**–We believe that adaptability and willingness to grow is essential in finding solutions to organizational and community related challenges.

**Commitment**–We believe in commitment to each other, to the community, and to following through in everything we do.

### **Oelwein Goals**

Implement projects that enhance the community image and builds community identity with a focus on beautifying key destinations and public spaces while better marketing Oelwein.

Prioritize business and growth opportunities that increase development for the community.

Continue and expand measures to improve housing.

Expand and improve city parks, recreation, and the community trail system.

Maintain core service in local government ensuring sustainability.

## Oelwein Goals

Implement projects for community improvement with focus on beautifying key destinations and public spaces

- Pursue visual enhancement projects to create an inviting community - ongoing
- Continue and expand community engagement/community events – ongoing
- Support Arts and culture improvements in the community – ongoing
- Identify projects for downtown improvement, with focus on connecting and beautifying key destinations and public spaces – next year
- Continue and expand community engagement/community events – ongoing
- Support arts and culture improvements in the community - ongoing
- Motivate people to want to live in here by improving the community’s image and better marketing existing services & amenities. Re-brand the city. – next year
- Intensify outreach and marketing to promote existing amenities and services in Oelwein; take advantage of existing partnerships – ongoing
- Build an identity for the community (e.g. are we for retirement, or “up and coming,” etc.) – next year
- Support efforts to improve Oelwein’s community image – next year
- Economic development efforts, including supporting those willing to work, working toward an overall increase in median income, and drawing more business establishments to meet local need and fill gaps (e.g. coffee shops, restaurants, etc.) – ongoing
- Participate in community outreach & collaborations to meet all goals - ongoing

Prioritize business and growth opportunities that increase development for the community

- Identify a community coordinator to facilitate partnerships, plans and projects for improvements over the long run – ongoing
- Support efforts to generate business growth or expansion. Target businesses that meet local needs (e.g. community college, grocery, etc.) and/or create jobs - ongoing
- Support economic development efforts with local partners, including OCAD, NICC, RAMS Center, the schools, businesses, and others (e.g. school-to-work collaborations) – ongoing
- Enhance business development opportunities on Hwy 150 & downtown. Work with state officials to look at expansion of Hwy 150

Continue and expand measures to improve housing

- Better enforcement of existing ordinance pertaining to housing and property maintenance – this year
- Continue and accelerate housing rehabilitation, demolition, and construction programs – next year
- Continue and accelerate housing clean-up, rehabilitation, & develop initiatives. Flexible housing options when possible to encourage re-development of lots – ongoing

- Continue housing improvement efforts, including rehabilitation or demolition of housing, increasing owner occupied housing, more housing incentives, and working to fill vacant/empty lots - ongoing

#### Expand and improve city parks, recreation, and the community trail system

- Work to create a health and safe community. Build off of existing progress in walkability, recreation and wellness. – ongoing
- To better serve and attract families, continue improvements to the recreation system, such as better organization of youth and adult programming, added amenities at the aquatics center, and consideration of an indoor pool - ongoing
- Expand and improve the trail system, including considering intracity connections (e.g. to Fayette-Manchester-Readlyn) – ongoing
- Expand and connect the sidewalk system in new and existing neighborhoods – ongoing
- Pursue measures to increase utilization of great public facilities – ongoing
- Recreation improvements, including a soccer field at the sports complex, and a professional director or designated staff to spearhead coordination of existing and expanded sports and recreation programs – next year
- Recreation improvements, including pre-emptive updates to aquatic center, and updates to sporting equipment – ongoing
- Expand and connect bike and pedestrian trails and ways – this year and ongoing

#### Maintain core service in local government ensuring sustainability

- Continue to maintain core services – ongoing
- Plan, budget for and implement regular updates to outdated water, sewer and street infrastructure and equipment – this year
- Implement updates to street infrastructure, including repair & replacement – ongoing
- Invest in infrastructure and resources that support a city's growth (e.g. water/stormwater, sewage, streets, internet) – ongoing
- Be more sustainable as a community (expanded recycling, alternative energy, etc.) – ongoing
- Expand city services, including incorporating city mulching/composting site (versus burning), and community gardens (i.e. in tree dump site) – this year

# City of Oelwein, Iowa Goal Setting Report December 18, 2015

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Mayor:

Peggy Sheretts

City Council:

Kevin Stickle

Ben Weber

Lou Ann Milks

Renee Cantrell

Matt Weber

Paul Ryan (out-going)

Darin Christiansen (in-coming)

City Staff:

Jamie Letzring, City Administrator

Ron Van Veldhuizen, City Attorney



Facilitated by:

*Jeff Schott*

*Institute of Public Affairs*

*University of Iowa*

**CITY OF OELWEIN, IOWA  
GOAL SETTING SESSION  
2015**

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**TABLE OF CONTENTS**

Introduction ..... Page 3

Goal Setting Work Session ..... Page 3

Major Accomplishments ..... Page 4

Issues, Concerns, Trends, and Opportunities..... Page 5

On-Going Commitments/Obligations..... Page 6

New Priority Projects, Programs, Policies, and Initiatives.....Page 7

Organizational Effectiveness..... Page 7

Final Comments ..... Page 8

Exhibit A – Significant Projects, Programs, Policies, and Initiatives Considered Page 9

# CITY OF OELWEIN, IOWA

## GOAL SETTING SESSION

### 2015

#### Introduction

The City of Oelwein requested the Institute of Public Affairs (IPA) to assist the city with goal setting. IPA agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify recent accomplishments, issues/trends/concerns, potential new initiatives/programs/policies and suggestions to improve organizational effectiveness.
2. Conduct a goal-setting session with the elected officials.
3. Conduct a preliminary session with department heads.
4. Preparation of this final report.

#### Goal Setting Work Session

City Council Members and the Mayor held a work session conducted by the IPA on December 18, 2015. In attendance and participating at this meeting were Mayor Peggy Sheretts, Council Members Kevin Stickle, Lou Ann Milks, Renee Cantrell, Matt Weber and Council Member-elect Darin Christiansen. Also in attendance and participating were City Administrator Jamie Letzring and City Attorney Ron Van Veldhuizen.

A preliminary session with department heads was held earlier on December 18th. In attendance and participating in that meeting were City Administrator Jamie Letzring, Deputy Clerk Barb Rigdon, Wellness facilitator Jessica Burkhart, Utility Superintendent (and Aquatics) Vic Kane, Library Director Susan Macken, Fire Chief Wally Rundle, Parks Superintendent Durango Steggall, and Street Superintendent Tom Stewart.

## **Major Accomplishments**

The following were identified as major city accomplishments during the past two years:

### **Infrastructure**

- Street repairs
- New electrical service for campgrounds
- Sand Jacking of Well
- Clean up and new lighting in viaduct
- Plans to update viaduct
- Implementation of Water Infrastructure Fee
- Replacement of 1st Ave Lift Station and Subsequent I & I reduction at WPCP Facility

### **Economic Development**

- East Penn Expansion
- Transco Expansion
- RAMS Center growth and city support

### **Parks & Rec**

- Wellness Center equipment upgrade/24 hour access
- Kayak Rental
- Tree Plantings
- Plaza Park

### **City Operations/Facilities**

- New Police Station
- Working together as a council
- Engaging the community
- Smooth running day-to-day operation (employees)
- Partnering with different groups
- Continued nuisance abatement & demolition of nuisance properties
- Oak Park Trailer park removal/junk house removal
- Curbside Recycling
- Analyzing water rates
- Improved monthly department reports
- New City Software
- Library accredited by state
- Updated city vehicles & equipment
- Reduction in employee safety incidents
- New City Logo & Colors
- Airport Improvements
- Library reading garden

**Other**

- Old Tyme Christmas Celebration Growth
- Party in the Park Growth
- Day of Caring Coordination

**Issues, Concerns, Trends and Opportunities**

The following were identified as issues, concerns, trends, and opportunities that may affect future city services, policies, finances or operations:

**Infrastructure**

- Condition of infrastructure in general
- Street conditions
- Sidewalks, or lack of
- Water and sewer line issues

**City Operations/Facilities**

- Future of City Hall
- Replacement of key city employees as they near retirement
- Public Perception
- Lack of city equipment replacement schedule
- Keeping on top of water and sewer rates
- Consolidating Dept Supervisors to one overall Utility Manager
- Filling Holes (City Owned Property)
- Credit/Debit Card Payment Capability
- Technology - Hire Expert for City Web/Facebook/GIS if it is cheaper than full-time employee can do all
- Continued enforcement of dilapidated properties

**Economic Development**

- Need to bring new hotel to town (w/pool)
- Major new economic development successes
- Bring new businesses to town
- Hospital Expansion/Issue
- Continue Funding for Downtown Store Fronts/Business Loans
- Empty Stores
- Need more Restaurants/Another Grocery Store

**Housing**

- Lack of Middle Class homes (100-150,000 range)
- Lack of condos
- Housing - Population growth
- New Housing at Golf Course

**Parks & Rec**

- Opportunity for indoor pool
- Finish Aquatics Amenities for Young Adults

**Public Safety**

- Fire Hydrant Testing and Painting
- Lack of House Numbers
- Repair and/or Reinstallation of Intersection Street Blade Signs

**Other**

- Sustainability - renewable energy - wind/solar power
- Aging Population
- Water Shed
- Potential Environmental Impact from East Penn
- Negative Attitude of some Oelwein Citizens

**On-Going Commitments/Obligations**

The following were identified as on-going commitments/obligations for the upcoming 24 month period:

- Update viaduct
- Continue economic development programs
  - East Penn project
    - 20% match on RISE 14<sup>th</sup> St SE
  - Continue small business revolving loan fund
  - Re-use of Tech Spec with School District
  - Support continued growth of NICC in Oelwein
- Continue abatement and demolition of nuisance properties
- Submit grant to replace 2nd Street SE from Rock Island Rd to Hospital (E)
- Aquatic Center enhancements
- Housing market study
- Provide credit/debit card payment capability
- Continue sewer and water infrastructure updates
- Continue to review water and sewer rates

### **New Priority Projects, Programs, Policies and Initiatives**

The participants reviewed potential projects, programs, policies and initiatives for consideration and selected the following as priorities for the upcoming 24 month period (listed in priority order):

- 1 (Tie) Road improvements - aggressive plan for replacement - increase funding for street repair
- 1 (Tie) Set aside funds for new well (well #4)
- 1 (Tie) Overhaul Wings Park Ball Diamonds with new concession stand between Diamonds 2/3
  
- 4 (Tie) Develop landlord rental policy- adopt program/fees/fines for noncompliance - use revenues to fund low interest loans/provide incentives to repair
- 4 (Tie) City participation in residential development - infrastructure development, provide tax abatement program, waiving hook-up fees, waiving building permit fees
- 4 (Tie) Fund facelifts for Owner-Occupied Homes (similar to downtown program) – select areas in need

A complete list of all programs and initiatives considered by the Mayor and City Council members is attached as **Exhibit A**.

### **Organizational Effectiveness**

The Mayor and City Council reviewed a variety of ideas relating to improving organizational effectiveness to accomplish the selected goals and priorities. After review and discussion, the Mayor and City Council selected the following steps to improve organizational effectiveness:

- Develop web sessions for public to view council sessions
- Continue Council discussion of issues/brainstorming at work sessions
- Hold periodic community informational meetings based on at theme
- Share what's going on with staff, keep staff informed and up to date.
- Develop Equipment Replacement Schedule for all city departments
- Update Job Descriptions
- Review and update Personnel Policies
- Update Safety Manual
- Make sure all departments submit monthly reports

### **Final Comments**

It was a pleasure to assist the City of Oelwein with this goal setting process.

It is important to note that the prioritization of projects and initiatives is not “cast in stone.” They can be modified as new circumstances may occur.

It is recommended that city staff prepare an “action plan” for accomplishing the planning goals. The action plan would define the steps that would be needed to accomplish each goal, identify who is responsible for implementation, and establish a timeline for accomplishment. The action plan should then be presented to the Mayor and City Council for review and approval. It is also recommended that staff review with the Mayor and City Council the status of implementing the goals on a quarterly basis.

Jeff Schott  
Institute of Public Affairs  
University of Iowa  
December 21, 2015

Exhibit A

City of Oelwein  
Goal Setting Session – 2015

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**SIGNIFICANT INITIATIVES OR PROGRAMS CONSIDERED**

- Develop landlord rental policy- adopt program/fees/fines for noncompliance - use revenues to fund low interest loans/provide incentives to repair
- Rental Inspection Program
- Replace 2nd Street SE from Rock Island Rd to Hospital
- City participation in residential development - infrastructure development, provide tax abatement program, waiving hook-up fees, waiving building permit fees
- Create detailed plan on replacement of aging water and sewer system
- Road improvements - aggressive plan for replacement - increase funding for street repair
- Conduct Citizen Survey
- Increase Rec programming and staffing
- Fulltime Park, Rec & Cemetery. If it is efficient they will promote growth of the area, increase family/elderly programs, etc.
- Build a Skate Park
- Coordinate with County to connect to Readlyn/Waverly Bike Trail w/Safe Bridge over Hwy 150
- Fund Facelifts for Owner-Occupied Homes (similar to downtown program) - select areas in need
- Set Funds aside for New Well (Well #4)
- Conduct Annexation Study
- Wellness Policy
- Apply for grant to improve Appearance of Downtown Storefronts
- City Hall building
- Asphalt 12th Avenue SW from W Charles to 3rd St SW (for Arlington Place)
- Overhaul Wings Park Ball Diamonds with new concession stand between Diamonds 2/3
- Aggressively market vacant infill lots
-

# City of Oelwein, Iowa Strategic Planning and Goal Setting 2006

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**Mayor:**  
Larry Murphy

**Council:**  
Duane Brandt  
Rex Ericson, Jr.  
John Gosse  
Mike Kerns  
Curt Solsma  
Gene M. Vine

**City Manager:**  
Steven Kendall



***Facilitated by:***  
*Patrick Callahan*  
*Local Government Consultant*  
*Institute of Public Affairs*  
*University of Iowa*  
*(319) 335-4520*

**December 8, 2005**

# CITY OF OELWEIN, IOWA STRATEGIC PLANNING AND GOAL SETTING SESSION 2006

## TABLE OF CONTENTS

Introduction ..... Page 3

IPA Goal Setting Work Session ..... Page 3

Capital Improvement Projects – 2006 ..... Page 4  
  I. Top Priority Capital Improvement Projects

Initiatives and Programs – 2006 ..... Page 4  
  I. Top Priority Initiatives and Programs

List of Ongoing Projects, Initiatives and Programs ..... Page 4

Team Building Agreements ..... Page 4

Final Comments ..... Page 5

Exhibit A – Major Accomplishments 2004 – 2005 ..... Page 6

Exhibit B - Significant Issues, Concerns, and Trends ..... Page 8

Exhibit C – Ongoing Goals from 2004..... Page 10

Exhibit D - City of Oelwein Proposed Capital Projects and Equipment. .... Page 11  
  A. Top Priority Projects and Equipment  
  B. Additional Capital Projects Considered

Exhibit E – City of Oelwein Proposed Initiatives and Programs ..... Page 12  
  A. Top Priority Initiative or Program  
  A. Additonal Initiatives and Programs Considered

Exhibit F – Team Building Suggestions Adopted by the Council ..... Page 13

Appendix A – Letter of Introduction ..... Page 14

Appendix B – Agenda ..... Page 15

Appendix C – Preliminary Questionnaire ..... Page 16

# CITY OF OELWEIN, IOWA

## STRATEGIC PLANNING AND GOAL SETTING SESSION

### 2006

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#### Introduction

The City of Oelwein requested assistance from the Institute of Public Affairs in October, 2005, for a strategic planning and goal setting process. The Institute of Public Affairs (IPA) agreed to organize and facilitate a process that involved the following steps:

1. Prepare a questionnaire to identify department needs, capital projects, accomplishments, programs, issues, trends and team building suggestions.
2. Prepare a list of the overall capital projects and suggested initiatives and policies based upon the comments of the elected officials and city department heads.
3. Conduct a strategic planning and goal setting session with the elected officials.
4. Preparation of this final report.

#### Goal Setting Work Session

City council members and the mayor held an informal work session that was conducted by the IPA on December 8, 2005. The city's elected officials were asked to do the following:

1. Identify the major accomplishments of the city in 2004 and 2005. **(Exhibit A)**
2. Review the list of most important issues, concerns and trends facing the city in 2005. **(Exhibit B)**
3. Review, update and reaffirm the goals and objectives adopted in May, 2004. **(Exhibit C)**
4. Review and revise the list of potential capital projects. **(Exhibit D)**
5. Indicate those capital projects that are the most urgent or important at this time.
6. Review and revise the list of potential initiatives, policies, and programs. **(Exhibit E)**
7. Indicate those initiatives and programs that are the most urgent or important at this time.
8. Review the list of suggestions regarding team building, and select the ideas that the mayor and city council will implement. **(Exhibit F)**
9. Provide comments and suggestions regarding the strategic planning process.

**Note:** The Letter of Introduction, the Agenda for the Goal Setting Session, and the Preliminary Questionnaire are attached to this report as **Appendix A, Appendix B and Appendix C**, respectively.

### **Capital Improvement Projects - 2006**

The mayor and city council identified the following capital projects and equipment as the most urgent or important.

1. Participating in some type of subdivision for new housing
2. Tech spec building and community college campus involvement
3. Continue 7<sup>th</sup> Street S.E. to outer road
4. Downtown Phase II Project
5. Increasing funding to demolish structures

**NOTE:** A completed listing of all capital projects is attached as **Exhibit D.**

### **Initiatives and Programs - 2006**

The mayor and city council identified the following initiatives and programs as the most urgent or important.

1. Create a strong and attractive new housing incentive package
2. Adopt rental housing codes
3. Additional prosecution on nuisance abatement
4. Wireless internet
5. Create home exterior improvement incentive package
6. Continue working with NICC on tech building

**Note:** A complete list of all programs and initiatives as ranked by the mayor and city council members is attached as **Exhibit E.**

### **List of Ongoing Projects, Initiatives and Programs - 2006**

The mayor and city council identified six (6) programs or initiatives that were on going and the city had already made a commitment to complete. The City Council labeled these items as a “given” and acknowledged that the city needed to either start or include the action steps required for the program or initiative. These items are attached as Exhibit C.

### **Team Building Agreements**

The mayor and city council reviewed a list of 13 new ideas and suggestions and 16 suggestions from the 2004 session relating to team building and building a better working relationship. After reviewing the list, the mayor and city council selected those suggestions or recommendations that appeared to have the most merit. The list of team building suggestions is identified as **Exhibit F.**

## **Final Comments**

It was a pleasure to assist the City of Oelwein with this strategic planning and goal setting process. I was extremely impressed with the level of cooperation and positive attitudes of the city department heads, city staff, and the elected officials.

It is important to note that the prioritizing of all the capital projects and various initiatives is not “cast in stone.” The two lists can be modified as new circumstances may dictate. Hopefully, the mayor and city council will repeat this process in late 2006, which may result in some additional modifications.

It is recommended that the city take the time to review the list of capital projects and list of initiatives and monitor the progress that is made on each item on a quarterly basis. The city could use a format that listed the project or item side by side with a comment that updates the city council and the residents of the city on the progress that has been made on each item.

It is also recommended that the city staff and department heads prepare an “action plan” for the top priority and high priority capital projects and initiatives. The action plan for each goal would define the steps that would be needed to accomplish the various tasks or objectives. This action plan could then be presented to the mayor and city council for review and approval and made a part of this strategic plan.

Once again, thanks to the city staff, department heads, mayor, and city council members for the great cooperation and timely response during this process.

Patrick Callahan  
IPA Local Government Consultant  
December 8, 2005

**Exhibit A**

**City of Oelwein**  
**Strategic Planning and Goal Setting Session – 2006**

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**Council****MAJOR ACCOMPLISHMENTS PAST TWO YEARS**

1.	Two softball diamonds
2.	Two soccer fields
3.	Bike trails
4.	Restrooms, diamond 3 and city park
5.	Upgrade diamond two wings park
6.	Downtown revitalization
7.	Started waste treatment plant
8.	Street project
9.	Library
10.	Owner rehabilitation grant applications
11.	Paved bike trail
12.	\$5,000 demolition grant for structures
13.	K-9 unit
14.	Got magistrate court moved back to city
15.	Updated an amended several ordinances
16.	Community Development Block Grant for housing
17.	Adjustments in the fire and ambulance department
18.	Tearing down many structures with our new policy for housing revitalization

Exhibit A

City of Oelwein  
Strategic Planning and Goal Setting Session – 2006

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**Department Heads****MAJOR ACCOMPLISHMENTS PAST TWO YEARS**

1.	Downtown renovation
2.	New wastewater treatment plant
3.	New Library (8)
4.	Quest tower acquisition
5.	Start of 800 mhz transition
6.	Remodeling of the City Council Chamber meeting room
7.	Moving the struggling Oelwein Ambulance Service to Mercy Hospital/Covenant Ambulance Service
8.	Keeping the equipment new and repaired
9.	New walking trail
10.	Baseball and soccer fields
11.	New restrooms at parks
12.	New bike trail
13.	Demolition of junk houses
14.	Paved 7 <sup>th</sup> street (2)
15.	New traffic lights saves money
16.	Updated computers in Clerk's office
17.	Housing improvements
18.	Trees Forever
19.	Promoting Industry and Tourism
20.	Good cooperation and partnering with schools
21.	Dog leash ordinance
22.	Campground improvements
23.	Owner occupied housing rehab
24.	Worked to solve some flood problems

**Exhibit B**

City of Oelwein  
Strategic Planning and Goal Setting Session – 2006

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**Council****ISSUES, CONCERNS OR TRENDS**

1.	Full staff of paid firemen - #4
2.	Lack of jobs/industry
3.	Donaldson Building
4.	Technology of City Hall
5.	Filling the downtown with vibrant stores
6.	Split in council on sewer/waste connecting
7.	Image of Oelwein in area
8.	Better ordinances for dogs
9.	New housing and increasing population
10.	Improving existing housing
11.	Banning organic open burning and burn barrels
12.	Retaining volunteer fire fighters
13.	Retirement of City Hall staff person
14.	Discussions regarding Department of Human Services
15.	Decision regarding the future use of the old Library Building

**Exhibit B**

**City of Oelwein**  
**Strategic Planning and Goal Setting Session – 2006**

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**Department Heads****ISSUES, CONCERNS OR TRENDS**

1.	The poverty level households has and will continue to cause police call for services to rise
2.	Commit either way to having or not having a full-time fire department – uncertainty will cause an exodus of qualified people
3.	There is a dire need for new jobs/businesses
4.	The high number of residents that are selling their home to move out, because of the deterioration of property values
5.	The public perception of the lowering of the value of houses and businesses in the city
6.	The corner street signs that need repair or replacement
7.	The dismantling of the career firefighters and the closing of the fire station nine hours a day and weekends
8.	Keep the areas mowed and weed-eated
9.	Weed-eat all the fire hydrants
10.	Institute online bill paying
11.	Old library building
12.	New bike trail
13.	Wellness Center – cash flow concerns
14.	Work to get rid of negative thinking in Oelwein
15.	<p>Quality of Life/Housing Issues</p> <ul style="list-style-type: none"> <li>• The continuing deterioration of the residential housing and rental properties</li> <li>• Problem with landlords that only want to make a profit on rental houses therefore not keeping them up</li> <li>• The number of abandoned cars in yards and behind houses</li> <li>• Empty buildings</li> <li>• Rental housing</li> <li>• The not caring of many of the citizens about keeping their property up and looking good</li> </ul>

**Exhibit C**

**City of Oelwein  
Strategic Planning and Goal Setting Session – 2006**

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**ONGOING GOALS FROM 2004**  
**REVIEWED, REVISED AND REAFFIRMED BY THE CITY COUNCIL**

1.	Continuation of the Downtown revitalization Project.
2.	Rental housing code/ inspection program.
3.	Secure industries.
4.	Highway 150 Corridor comprehensive study
5.	Tech building – technology park
6.	Explore the possibility of a Public Safety Center

**Exhibit D**

City of Oelwein  
Strategic Planning and Goal Setting Session – 2006

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**CAPITAL PROJECTS AND EQUIPMENT**

<b>A. Top Priority Projects and Equipment</b>	<b>Council Ranking</b>
1. Participating in some type of subdivision for new housing	6
2. Tech spec building and community college campus involvement	6
3. Continue 7 <sup>th</sup> Street S.E. to Outer Road	5
4. Downtown Phase II Project	4
5. Increasing funding to demolish structures	4

<b>B. Additional Capital Projects Considered</b>	<b>Council Ranking</b>
1. Expand campgrounds and move park shop	3
2. Additional bike trails	2
3. Downtown involvement after streetscape – revolving loan fund	2
4. New or improve Redgate water tower	1
5. Compost site for leaves and yard waste	1
6. Replace RR shelter – City park	1
7. Work on Brownfield funds to clean up contamination	-
8. ATV park options	-
9. Leaf vacuum for fall cleanup	-
10. Fix downtown alleys	-
11. Lights on softball fields sports complex	-
12. New public safety center	-
13. New fire aerial ladder truck and/or tanker	-
14. Replace all the corner signs or street name signs	-
15. Replace two 1990 dump/plow truck – \$150,000	-
16. Seal coat all rock roads in the city limits over the next 5 years	-
17. Build a new City Hall	-
18. A new sidewalk program	-

**Exhibit E**

**City of Oelwein  
Strategic Planning and Goal Setting Session – 2006**

**INITIATIVE AND PROGRAMS**

<b>A. Top Priority Items</b>	<b>Council Ranking</b>
1. Create a strong and attractive new housing incentive package	6
2. Adopt rental housing codes	5
3. Additional prosecution on nuisance abatement	5
4. Wireless internet	5
5. Create home exterior improvement incentive package	4
6. Continue working with NICC on tech building	4

<b>B. Additional Initiatives and Programs Considered</b>	<b>Council Ranking</b>
1. Better control of aggressive dogs and cats – limit number	3
2. Get youth involved in citywide projects	3
3. Look into leaf burning ordinances	2
4. Keep the services the city has now, if it takes raising the cost the city charges for some of these service, go for it	-
5. Choice streets in town that need to be rebuilt and adopt curb and gutter replacement policy – 50% shared cost for the property owner through a special assessment with the city paying the remaining 50%	-
6. Dress up City Hall steps in front of building	-
7. Change filing to paperless office	-
8. Work on more cooperation within Fayette County	-

**Exhibit E**

**City of Oelwein**  
**Strategic Planning and Goal Setting Session – 2006**

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**A. TEAM BUILDING SUGGESTIONS ADOPTED BY CITY COUNCIL****CONTINUATION**

1. Share ideals and “work with a full council.”
2. Participate in team building activities on an annual basis.
3. Challenge the City Administrator and City Attorney and do annual evaluations of their performances.
4. Compromise is not winning or losing. It’s progress.
5. Public image of consensus
6. Committee meetings before council meetings/organizational advantages
7. Continue and expanding communication with the public would probably cut down on some of the misinformation that the “rumor mills” generate, i.e. newsletter
8. Contact all boards and commissions and include them in brainstorming sessions. Provide more guidance and information.
9. Take risks to invest in the community.
10. Continue the good communication between the mayor and city council members
11. More aggressive activity on goals identified by council. Do quarterly reviews.

**B. TEAM BUILDING SUGGESTIONS ADOPTED BY CITY COUNCIL****NEW 2006**

1. Make sure that all the council members get the same information
2. Look to the future
3. Motive department heads to offer advice – be more willing to accept it
4. Have an agenda for work sessions and stick to it
5. Communication is the key to openness and problem solving
6. Opinions should be respected and solicited
7. Look into forming a liaison group to improve communication between the city officials and the Oelwein citizens

Appendix A

INSTITUTE OF PUBLIC AFFAIRS

THE UNIVERSITY OF IOWA

**M E M O R A N D U M****Date: November 16, 2005****To: Honorable Mayor, City Council Members, and City Department Heads****From: Patrick Callahan****Re: Strategic Planning/ Goal Setting**

The Mayor/ City Council 2006 Strategic Planning Session has been scheduled for Thursday, December 8, 2005 at 4:30 PM. There is enclosed, for your review, a copy of the agenda for the meeting.

Also enclosed is a survey or questionnaire that we ask you to complete in advance of the strategic planning session. We will prepare a summary of the results of this questionnaire prior to the meeting, which will hopefully shorten the overall strategic planning process. Please return your copy of the questionnaire to Steve Kendall at City Hall by November 29, 2005.

The Mayor and City Council will be given a summary of responses to the questionnaire that contains five lists. The summary will be divided into two categories, Mayor/Council responses and Department Head responses. The first list is a compilation of proposed capital projects that the City is currently in the process of identifying by department. The second list is a summary of proposed programs, policies, and initiatives. The Mayor and City Council members will be asked to review the lists and to make revisions, deletions, and additions. The items on each list will then be prioritized in a series of votes by the Mayor and City Council members.

There is listed on the agenda an opportunity to clarify and explain each item on the two main lists. The Mayor and City Council will have the opportunity to add projects or concepts, combine items, and make revisions prior to the ranking process.

**It is very important that the Mayor and all members of the City Council attend the strategic planning session in order for the process to be valid and useful. If you are unable to attend the meeting on December 8, 2005, please notify Steve as soon as possible.**

If you have any questions, please feel free to call Steve or you can contact me at 563-652-6280 any time.

Sincerely,

Patrick Callahan  
Local Government Consultant

CC: Steve Kendall

PC:js

**APPENDIX B****AGENDA**

CITY OF OELWEIN  
MAYOR AND CITY COUNCIL  
STRATEGIC PLANNING AND GOAL SETTING - 2006

THURSDAY, DECEMBER 8, 2005

Oelwein Public Library

4:30 PM

1. Introductions and Opening Comments
2. General Overview of the Meeting and the 2004 Strategic Planning Report
3. Brief Review of City Accomplishments in 2004 & 2005
4. Brief Review of Issues, Concerns, and Trends
5. Capital Projects – Priority of Items
  - a. Review of Proposed Projects
  - b. Clarification of Projects
  - c. Revisions, Additions, Deletions, and Combinations of Projects
  - d. Ranking of Projects – 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> Selections
6. Programs, Policies and Initiatives
  - a. Review of Proposed Initiatives
  - b. Clarification of Items
  - c. Revisions, Additions, Deletions, and Combinations of Projects
  - d. Ranking of Items – 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> Selections
7. Discussion Regarding Team Building Suggestions
8. IPA Report to the Mayor and City Council – 2006 Strategic Planning Process
9. Questions, Comments and Suggestions
10. Ajourn

Appendix C

STRATEGIC PLANNING SESSION AND GOAL SETTING SESSION – 2006  
OELWEIN, IOWA

**PRELIMINARY QUESTIONNAIRE**  
**Mayor, Council and Department Heads**

**INTRODUCTION**

The Mayor and City Council of the City of Oelwein will be conducting a strategic planning session on Thursday, December 8, 2005, at City Hall. The purpose of the session will be to identify and prioritize the City’s overall goals and objectives for the next two years. In order to prepare for this session, you have been asked to help identify key issues and potential objectives that will be reviewed by the Mayor and City Council prior to the ranking of any goals for the City. It is requested that you list your responses to the following questions.

**Major Accomplishments**

Please list the top five to nine major accomplishments of the City of Oelwein over the past two years. These accomplishments could be as large as a street project or as simple as a newly written city policy. The items do not have to be in any particular order.

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**Issues, Concerns, or Trends**

Please list one to five specific issues, concerns, or trends that you have identified regarding future city service policies, or operations. These issues or concerns can relate to such things as a loss of population or resolving a policy question. You do not need to identify the potential answers or solutions to your concerns.

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**Significant Initiative or Programs**

It is requested that you list any initiative, program or policy that you think the City should consider in the next two years. Examples of such items from other cities have included such things as updating employee job descriptions, writing a policy on open burning, conducting an annexation study, reviewing water and sewer rates, etc. These items do not have to be listed in any particular order.

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**Capital Projects**

Please list the capital projects or equipment purchases that you think the City should consider over the next two years. These capital projects could include such things as street construction, public works equipment, public safety equipment, etc. If you have an estimate on the cost of such projects, please note it. Please list only those projects with a total cost of \$20,000 or more. If you need additional space, please feel free to attach additional pages.

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**Teamwork**

In order to accomplish the selected goals and objectives, it is important that the City's elected officials work as a team and have good small group decision-making skills. Please list three or four things that the Mayor and City Council members could do in the future to improve the teamwork, its decision-making process, and its ability to accomplish the stated goals and objectives.

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**RETURN OF QUESTIONNAIRE**

Please return this questionnaire to Steve Kendall by Tuesday, November 29, 2005.

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