



Agenda

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

September 14, 2026
Oelwein, Iowa

Mayor: Brett DeVore

Mayor Pro Tem: Matt Weber

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

Pledge of Allegiance

Discussions

- [1.](#) Discussion on economic development incentives for Matt Properties on the 201 9th Ave SW properties.
- [2.](#) Discussion on the cemetery maintenance.
- [3.](#) Discussion on goals.

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: Matt Construction Development Agreement 201 9th Ave SW

Date: 9/14/2026

The mayor was recently asked about the development agreement between the city and Matt Construction. The question was if Matt Construction would see the full benefit of the agreement because the middle unit was smaller.

After reviewing the agreement, it states the following:

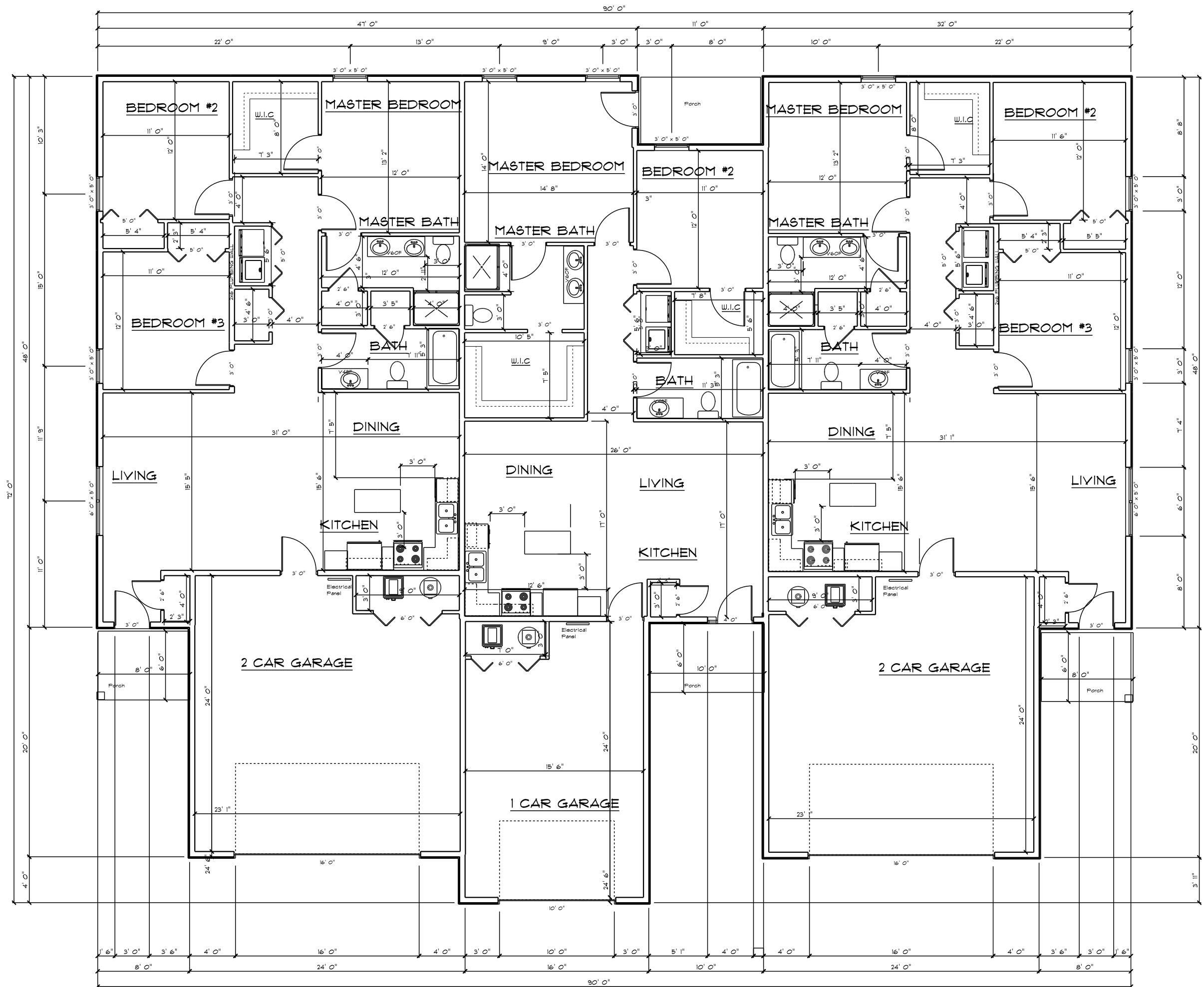
WHEREAS: Developer has agreed to build three townhomes on the Property, each of which to include at least three (3) bedrooms, two (2) bathrooms, and a two-car attached garage, ("Project"); and

Dylan Mulfinger conversed with Megan Matt about the topic of the plan change and how that would affect the agreement. At the time, Mulfinger was under the impression that changes made to the initial proposal would not affect the agreement. Mulfinger believed that the council would still be satisfied that anything was being built.

In April of 2026 Matt Construction sent a design for their property that showed two three-bedroom, two bathroom and two car garage homes, along with one two-bedroom, two bathroom, and one car garage. Mulfinger did not stop Matt Construction from proceeding or make note of the change in design.

Lately, following and enforcing contracts has been a hot topic with the city after the 311 E Charles came to the city council. With the new urgency for the city to act as the enforcer of any all contracts, Mulfinger has brought this discussion to the city council on the incentives for Matt Construction. With Matt Construction not following the contract, the city can pull back the incentive in its entirety. This is not recommended as the city finally has a contractor willing to build homes in Oelwein. Having a contractor has been a shortage for several years. In the last ten years, less than five homes have been built to be put on the market. While this appears black and white on paper, many variables come into play in enforcing the development agreement. Working with contractors to bring in new housing to the community is complicated and a process which requires a lot of give and take.

The city council should determine if the current building does not meet the goal of the development agreement. If the current building does not meet the goal, then the city council should direct the City Administrator to negotiate a new agreement with Matt Constuction.



RESOLUTION NO. 5851-2026

RESOLUTION approving a revised development agreement with Matt Construction in the amount of \$45,000 to build three zero lot line homes at 201 9th Ave. SW

WHEREAS, the city is focused on creating housing in the community that will ensure the much-needed growth in Oelwein; and

WHEREAS, Matt Construction is seeking \$45,000, \$15,000 per unit, to build three zero lot line properties in Oelwein; and

WHEREAS, the city will use leftover funds from a stagnant housing revolving loan repair program; and

WHEREAS, this type of incentive is key to adding housing stock to the city of Oelwein, and

WHEREAS, Matt Construction is paid in accordance with the development agreement ; and

WHEREAS, Matt Construction has requested the building permits waved; and

WHEREAS, the city shall waive building permits on this build based on the following:

- This is a joint project between the city and Matt Construction
- This project helps the community achieve their goal of new housing which is stated in the city's strategic plan
- This project still places the most risk on the developer
- Matt Construction is making a significant investment in the community

WHEREAS, the city will follow the required process to sell 201 9th Ave. SW to Matt Construction;

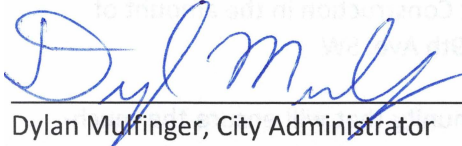
NOW, THEREFORE, BE IT RESOLVED by the city council of Oelwein, Iowa approves a development agreement with Matt Construction in the amount of \$45,000 to build three zero lot line homes at 201 9th Ave. SW

Passed and approved by the City Council of the City of Oelwein, Iowa this 26nd day of January, 2026.



Brett DeVore, Mayor

Attest:


Dylan Mulfing, City Administrator

Recorded January 27, 2026

It was moved by Weber and seconded by Gearhart that the
Resolution as read be adopted, and upon roll call there were:

	AYES	NAYS	ABSENT	ABSTAIN
Ricchio	x			
Weber	x			
Payne	x			
Cantrell	x			
Cannon	x			
Gearhart	x			

DEVELOPMENT AGREEMENT
Matt Construction, Inc. Townhome Project
201 9th Ave. SW, Oelwein, Iowa
Approved by Resolution 5851-2026

COMES NOW, the City of Oelwein, Iowa ("City") and Matt Construction Inc. ("Developer"), City and Developer hereinafter referred to at times individually as "Party" and jointly as "Parties", on this 10 day of February 2026 ("Effective Date") and hereby agree to the following terms and provisions of this Development Agreement ("Agreement") related to the construction of three townhomes by Matt Construction, Inc. on 201 9th Ave SW, Oelwein, Iowa. ("Property"); and

WHEREAS, City is the current owner of Property, and proposes to transfer Property to Developer consistent with and subject to the terms and provisions of this Agreement; and

WHEREAS, Developer has agreed to build three townhomes on the Property, each of which to include at least three (3) bedrooms, two (2) bathrooms, and a two-car attached garage, ("Project"); and

WHEREAS, City desires to encourage residential construction and to that end finds it appropriate to transfer Property to Developer for \$1.00 as an economic development incentive, along with a cash incentive of \$15,000 per townhouse unit upon Project completion, recognizing value added by new housing, value of using 'infill' lots, and value tied to an increase in property tax receipts; and

WHEREAS, City and Developer find it appropriate to memorialize the agreement of the Parties by this Agreement.

NOW, THEREFORE, In furtherance of the above and foregoing, City and Developer hereby agree as follows:

1. Transfer of Property to Developer:

- a. City agrees to transfer Property to Developer for purposes of the Project, for \$1.00 and other good and valuable consideration, including Developer's agreement to the additional obligations of this Agreement.

2. Other Incentives:

- a. City agrees to pay Developer the sum of \$15,000 for each fully constructed housing unit for which an occupancy permit has been issued by the City, within thirty (30) days of issuance of the each occupancy permit.
- b. City Agrees to waive all Building Permit Fees related to the Project.
- c. City agrees to grant Developer a Right of First Refusal to purchase the properties located at 204 8th Ave. SW, 115 9th Ave. SW, and 109 9th Ave. SW, consistent with the terms and provisions of the Right of First Refusal attached hereto as "Exhibit A".

3. Developer Obligations:

Developer shall undertake Project and see to Project completion, to include full completion of all three (3) townhouses and receipt of occupancy permits from City, within eighteen (18) months of the transfer of Property to Developer.

- a. Developer shall provide City a signed contract between Developer and a licensed contractor detailing the work to be performed to complete the Project in addition to Estimated Project costs and timeline.
- b. Developer shall provide a financing commitment letter from a bank or credit union ("Lender") evidencing the availability of necessary funding to complete the Project, in an amount equal to 100% of the estimated Project costs plus 10% contingency.
- c. Developer agrees to perform its obligations in accordance with the material terms of this Agreement, and all applicable local, state and federal law and regulation.
- d. Upon Project completion:
 - i. Developer will provide a report to the City, detailing Project improvements.
 - ii. Developer will allow the City, or its' contractor or agent, to fully inspect the Property and Project for completion of improvements and Code compliance prior to City issuance of Occupancy Permits.

4. Assurances:

- a. The Parties hereby represent and warrant to one another, that to the best of their knowledge:
 - i. The Parties have each obtained all necessary approvals and consents for their execution, delivery and performance of this Agreement and each has full power and authority to execute, deliver and perform its obligations under this Agreement. This Agreement, upon execution and delivery by the Parties is a valid and legally binding contract, as of and after the Effective Date, enforceable in accordance with its terms, except as the same may be limited by bankruptcy, insolvency, reorganization or other laws relating to or effecting creditor's rights generally.
 - ii. The Parties agree to exercise their best efforts to cooperate with one another in the development process as specifically provided for herein.
 - iii. The Parties agree to exercise their best efforts to resolve any disputes mutually and reasonably between them that may arise during the development process in a reasonable and prompt fashion.
 - iv. The Parties acknowledge that the City has communicated to Developer, that the execution and delivery of this Agreement, the consummation of the transactions contemplated hereby, and the fulfillment of or compliance with the terms and conditions of this Agreement are not prevented by, limited by, in conflict with, or result in a violation or breach of, the terms, conditions or provisions of the charter of City, any evidence of indebtedness, agreement or instrument of whatever nature to which City is now a party or by which it or its property is bound, or constitute a default under any of the foregoing, and Developer has

communicated to City that Developer is not a corporation, limited liability company, other entity, that the Developer is the persons signing this Agreement, and that they have full authority to execute and agree to the terms hereof.

- v. The Parties acknowledge that there are no actions, suits or proceedings pending or threatened against or affecting them, in any court or before any arbitrator or by any governmental body in which there is a reasonable possibility of an adverse decision which could materially affect the financial position or operations of either Party or which affects the validity of this Agreement or either Party's ability to perform its obligations under this Agreement.

5. General Terms and Provision.

- a. "Notices and Demands" Whenever this Agreement requires or permits any notice or written request by one party to another, it shall be deemed to have been properly given if and when delivered in person or three (3) business days after having been deposited in any U.S. Postal Service and sent by regular or certified mail, postage prepaid, addressed as follows:

If to Developer:

Matt Construction Inc.
203 Y Ave, Sumner, IA 50674

If to City:

City of Oelwein
Attn: City Administrator
20 2nd Ave. SW Oelwein, IA 50662

or at such other address with respect to either party as that party may, from time to time designate in writing and provide to the other party.

- b. "Binding Effect" This Agreement shall be binding upon and shall inure to the benefit of City and Developer and their respective successors and assigns.
- c. "Execution By Scanning or Electronic Signature" The parties agree that this Agreement may be transmitted between them by scanning or electronic signature. The parties intend that the scanned or electronic signatures constitute original signatures and that such scanned or electronically signed Agreement containing the signatures (original, scanned, or e-signed) of all the parties is binding on the parties.
- d. "Maintenance of Insurance" Developer shall maintain the Property in good repair and condition, ordinary wear and tear excepted, and shall not suffer or commit waste or damage upon the Property. Developer shall pay for and maintain insurance in an amount not less than the full insurable value of the project property.
- e. "Responsibilities" Subject to the terms of this Agreement, Developer will be solely responsible for completing all work on the Project. Neither party will be considered an agent of the other for purposes of this Project, and each will hold harmless and indemnify the other for any damages suffered by any person or entity as a result of its own or its agents' acts or failures to act in performance of its obligations under this Agreement.

- f. "Assignment of Agreement" The Parties may not assign, transfer or convey in whole or in part this Agreement, without the consent of each Party. Consent shall not be unreasonably withheld.
- g. "Amendments" No change, modification, or termination of any of the terms, provisions or conditions of this Agreement shall be effective unless made in writing and signed by the Parties.
- h. "Entire Agreement" This Agreement contains the entire understanding between the City and the Developer with respect to the Project.
- i. "Laws Ordinances and Regulations" Developer shall comply with all laws, rules and regulations relating to its businesses, other than laws, rules and regulations the failure to comply with which or the sanctions and penalties resulting therefrom, would not have a material adverse effect on the business, property, operations, financial or otherwise, of Developer.
- j. "Governing Law / Jurisdiction" This Agreement shall be governed by Iowa law with jurisdiction in the Fayette County District Court.
- k. "Building Permits" Developer agrees to apply for, obtain, and otherwise follow all laws and regulations related to the issuance of necessary Permits for the Project.
- l. "Non-Discrimination" In carrying out the Project, Developer shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, national origin, age or disability. Developer further agrees to not discriminate upon the basis of race, religion, color, sex, sexual orientation, national origin, age or disability in the sale, lease, rental, use or occupancy of the Property or any improvements erected or to be erected thereon, or any part thereof (however, Developer shall not have any liability to City to the extent that a successor in interest shall breach this covenant and City shall seek enforcement of this covenant directly against the party in breach of same).
- m. "Conflict of Interest" Developer agrees that no member, officer or employee of City, or its designees or agents, nor any consultant or member of the governing body of City, and no other public official of City who exercises or has exercised any functions or responsibilities with respect to the project during his or her tenure, or who is in a position to participate in a decision-making process or gain insider information with regard to the project, shall have any interest, direct or indirect, in any contract or subcontract, or the proceeds thereof, for work to be performed in connection with the Project, or in any activity, or benefit therefrom, which is part of this Project at any time during or after such person's tenure. In connection with this obligation, Developer shall have the right to rely upon the representations of any party with whom it does business and shall not be obligated to perform any further examination into such party's background.
- n. "Construction" Words and phrases herein, including acknowledgement hereof, shall be construed as in the singular or plural number, and as masculine, feminine, or neuter gender according to the context. The captions preceding the Sections are inserted only as a matter of convenience and for reference purposes and should not be considered substantive or relied upon in interpreting any provision of this Agreement. This Agreement shall be considered to have been jointly drafted by the Parties.

- o. "Captions" The captions preceding the Sections are inserted only as a matter of convenience and for reference purposes and should not be considered substantive or relied upon in interpreting any provision of this Agreement
- p. "Severability" If any part, term or provision of this Agreement is held to be illegal, in conflict with any law or otherwise invalid, the remaining portion or portions shall be considered severable and not be affected by such determination, and the rights and obligations of the parties shall be construed and enforced as if the Agreement did not contain the illegal or invalid part, term, or provision.
- q. "Acknowledgement" The Parties, by signing this Agreement, acknowledge having carefully read the same, having had an opportunity to consult with counsel concerning the legal effect of this Agreement and its various terms and conditions, and have signed the Agreement voluntarily and without duress or coercion.

6. Events of Default and Remedies.

- a. "Events of Default Defined" The following shall be "Events of Default" under this Agreement and the term "Event of Default" shall mean, whenever it is used in this Agreement, any one or more of the following events:
 - i. Failure by Developer to pay or cause to be paid, before delinquency, all real property taxes assessed with respect to Property.
 - ii. Failure by Developer to substantially observe or perform any other material covenant, condition, obligation or agreement on its part to be observed or performed under this Agreement.
 - 1. Specifically including the complete construction of the Project and receipt of Occupancy Permits for all three (3) townhouses within eighteen (18) months of the transfer of Property by City to Developer.
- b. "Remedies on Default by Developer" Whenever any Event of Default is alleged to have occurred, the City may take any one or more of the following actions after giving written notice to Developer (and the holder of any mortgage encumbering any interest in the Property of which City has been notified of in writing) of the alleged Default, but only if the alleged Default has not been cured within thirty (30) days following such notice, or if the Default cannot be cured within thirty (30) days and Developer does not provide adequate assurances found acceptable to City that the Event of Default will be cured as soon as reasonably possible thereafter:
 - i. City may in its sole discretion choose to cancel and terminate this Agreement, or pursue any legal remedies available under applicable law; and
 - ii. City may make immediate demand from Developer for the payment to City in the amount of \$10,000.00, the agreed upon value of the Property transferred by City to Developer for \$1.00, same to be due and payable to the City within thirty (30) days of said demand.
- c. "No Remedy Exclusive" No remedy herein conferred upon or reserved to City is intended to be exclusive of any other available remedy or remedies, but each and every such remedy shall be cumulative and shall be in addition to every other remedy given under this Agreement or now or hereafter existing at law or in

equity or by statute. No delay or omission to exercise any right or power accruing upon any default shall impair any such right or power or shall be construed to be a waiver thereof, but any such right and power may be exercised from time to time and as often as may be deemed expedient. Should the City have to take legal action to collect any sums due from the Developer or the Guarantors, the Developer and the Guarantors shall be liable for City's legal expenses and costs.

- d. "No Implied Waiver" In the event any agreement contained in this Agreement should be breached by any party and thereafter waived by any other party, such waiver shall be limited to the particular breach so waived and shall not be deemed to waive any other concurrent, previous or subsequent breach hereunder.

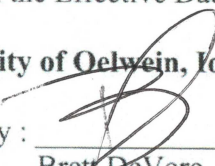
7. "Personal Guaranty" and "Legal Expenses and Costs"

- a. The principal(s) of the Developer agrees to personally guarantee project completion consistent with the terms of this Agreement, as outlined in the Personal Guaranty attached hereto as "**Exhibit B**". The Parties agree that the execution of the Personal Guaranty by the principal of the Developer is part of the consideration supporting this Development Agreement. Should the City have to take legal action to collect any sums due from the Developer or the Guarantor, the Developer and the Guarantor shall be liable for City's legal expenses and costs.

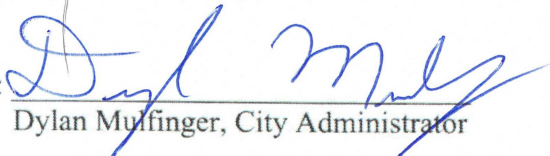
IN WITNESS WHEREOF, City has caused this Agreement to be duly executed in its name and behalf by its Mayor and attested to by its City Administrator and Developer has caused this Agreement to be duly executed by a person with authority to act on the part of the Developer, as of the Effective Date hereof.

City of Oelwein, Iowa

By :


Brett DeVore, Mayor

By :


Dylan Mulfinger, City Administrator

Matt Construction Inc

By :


By: Chris Matt,

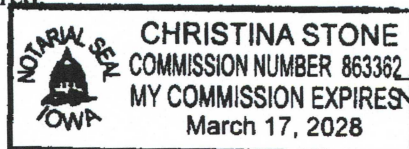
State of Iowa)

)§

County of Fayette)

Subscribed and sworn to me, the undersigned Notary Public, in and for the State of Iowa, on this 10 day of February 2026, by Chris Matt, known to me to be the identical person named

herein, who swore and affirmed that he executed the same in his capacity as Secretary of Matt Construction, Inc., with the authority and at the direction of the Corporation, by it and by him voluntarily entered



Christina Stone

Notary Public, State of Iowa

Exhibit A
Right of First Refusal

Preparer/Return to: Douglas D. Herman, Lynch Dallas Legal, PO Box 2457 Cedar Rapids, Iowa 52406; Telephone: 319-365-9101

Right of First Refusal

WHEREAS, the City of Oelwein, Iowa ("City"), and Matt Construction Inc., ("Developer"), City and Developer sometimes referred to jointly as "Parties" or individually as "Party", for good and valuable consideration from Developer to City, same being the execution by Developer of the Development Agreement between City and Developer related to the construction of three townhomes by Developer on property located at 201 9th Ave. SW, the receipt and sufficiency of which is hereby acknowledged, do hereby agree to the following terms and provisions related to certain rights of Developer to purchase City's property ("Right of First Refusal") as outlined herein, this document generally referred to as the "Agreement", and

WHEREAS, the property subject hereto, "City Property" is located at 204 8th Ave. SW, 115 9th Ave. SW, and 109 9th Ave. SW, and legally described as follows:

204 8th Ave. SW:

LOTS 21 AND 22, BLOCK 15, ARMSTRONG'S ADDITION TO OELWEIN,
FAYETTE COUNTY, IOWA

115 9th Ave. SW:

LOTS 4, 5 AND 6, BLOCK 10, ARMSTRONG'S ADDITION TO OELWEIN,
FAYETTE COUNTY, IOWA

109 9th Ave. SW:

LOTS 1, 2 AND 3, BLOCK 10, ARMSTRONG'S ADDITION TO OELWEIN,

FAYETTE COUNTY, IOWA

IN FURTHERANCE OF THE ABOVE AND FOREGOING the Parties hereby agree as follows:

A. Right of First Refusal

City grants Developer the following Rights ("Right of First Refusal") related to the purchase of City Property:

1. **Term / Contingency:** The term of the Right of First Refusal, as described in paragraph 2 below, shall continue for a term of forty-eight (48) months, ("Right of First Refusal Term") and shall be binding on the heirs, assigns, and successors-in-interest of the City. Should Developer not fulfill its' obligations under the Development Agreement related to the construction of three townhomes by Developer on property located at 201 9th Ave. SW, or be proceeding in compliance with Developer's obligations under said Development Agreement to the satisfaction of the City Council, this Right of Refusal shall be considered void and of no force and effect.
2. **Rights:** If, at any time during the Right of First Refusal Term, City receives a bona fide arms' length offer for any portion of City Property, without contingencies, or with contingencies that have been waived, from a third party, ("Third Party Buyer") and City accepts said offer, said acceptance shall be contingent upon Developer's Right of First Refusal rights.
3. **Notice to Developer:** City shall give Developer written notice of an accepted offer by a Third Party Buyer to purchase City Property including a full and complete copy of the Third Party Buyer offer at such time as said offer is not subject to any contingencies, but for Developer's Right of First Refusal.
4. **Exercise of Rights:** Within thirty (30) days of receipt of notice from City, as described in Paragraph 3 above, Developer shall have the right to purchase City Property under Paragraph 2 above under the same terms and conditions as agreed to by City and the Third Party Buyer, and shall exercise said right by giving written notice of intent to exercise said Right of First Refusal, with no contingencies, accompanied by a standard Iowa Bar Association purchase agreement, or similar form, offering to buy the City Property, under the same terms and conditions offered by the Third Party Buyer and accepted by City with no contingencies and a closing date within ninety (90) days of the date of the execution of the purchase agreement by Developer.

B. Record Notice

This Agreement shall be recorded at City expense with the Fayette County Recorder.

C. Effective Date

This Agreement shall be effective upon the last day of execution by the Parties.

Signed and dated Feb., 10, 2026

City of Oelwein, Iowa

By: [Signature]
Brett DeVore, Mayor

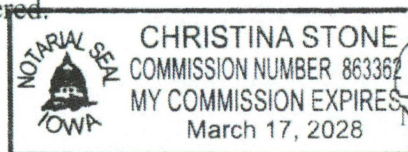
By: [Signature]
Dylan Mulfinger, City Administrator

Matt Construction Inc

By: [Signature]
By: Chris Matt, [Signature]

State of Iowa)
)§
County of Fayette)

Subscribed and sworn to me, the undersigned Notary Public, in and for the State of Iowa, on this 10 day of February, 2026, by Chris Matt, known to me to be the identical person named herein, who swore and affirmed that he executed the same in his capacity as Secretary of Matt Construction, Inc., with the authority and at the direction of the Corporation, by it and by him voluntarily entered.



[Signature]
Notary Public, State of Iowa

Exhibit A
Right of First Refusal

109 9th Ave SW

115 9th Ave SW

201 9th Ave SW

204 8th Ave SW

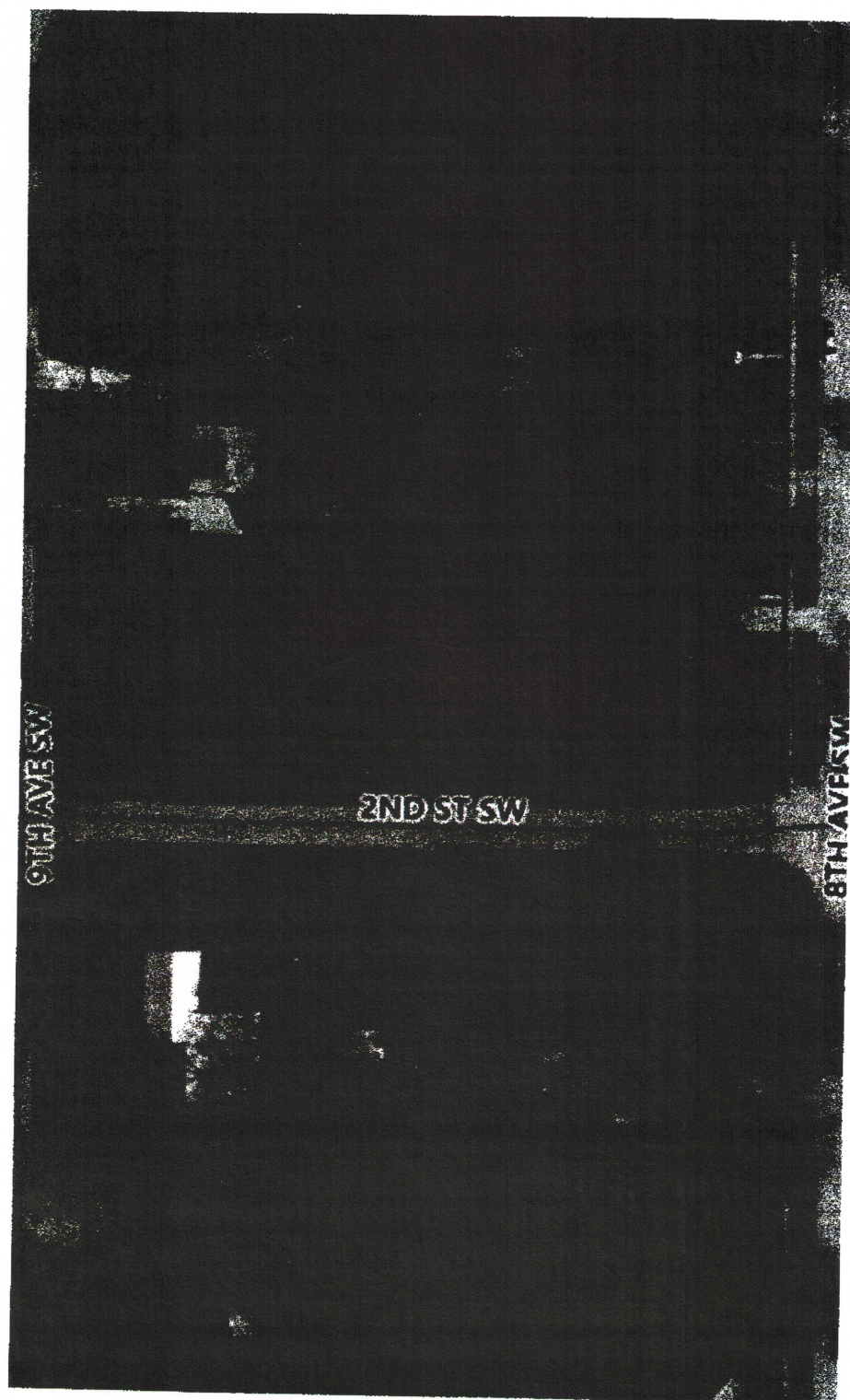


Exhibit B Personal Guaranty

The undersigned, as "Guarantor", in consideration of, and as inducement to the City of Oelwein ("City") to enter into a certain Development Agreement ("Agreement") with an Effective Date of _____, to which this Personal Guaranty is attached, by and between City and Matt Construction Inc. ("Developer"), hereby agrees as follows:

1. Consideration. This Guaranty is made for good and valuable consideration and to induce City to enter into a Development Agreement with Developer. Guarantor has a substantial financial interest in Developer and Guarantor acknowledges the receipt and adequacy of the consideration received by Guarantor in connection with the aforementioned Development Agreement between City and Developer.
2. Financial Guaranty. Guarantor hereby acknowledges that Developer will not receive any payment from City should Developer fail to construct townhomes. By executing this Guaranty Agreement, Guarantor hereby acknowledges that Guarantor has reviewed the Development Agreement between City and Developer, have had sufficient opportunity to consult with legal counsel, and fully understand Guarantor's financial obligations and exposure under this Guaranty Agreement.
3. Payment by Guarantor. Guarantor hereby agrees that in the event Developer becomes obligated to pay any sum to City under and consistent with the terms of the Development Agreement, that Guarantor will pay any such amounts in full to City within thirty (30) days of the mailing of written notice by City to Guarantor that such sums are due. Guarantor agrees that all such notices shall be sent to Guarantor at the address shown by the Development Agreement, or at such other address or email address as Guarantor may from time to time provide to City in writing. Any such notice may be mailed by overnight mail or first-class mail, postage pre-paid, and/or sent via email, the thirty (30) day notice time frame shall be deemed to commence on the first day following mailing or emailing.
4. Nature of Guarantors Liability. Guarantor agrees that Guarantor's payment obligations under this Guaranty Agreement are an independent contractual undertaking on the part of Guarantor, and that Guarantor's liability to City shall be joint and several with Developer's obligations and/or liability to City under the Development Agreement. Guarantor further agrees that City's remedies against Guarantor for breach of this Guaranty Agreement shall be separate and distinct from its remedies against Developer, and City may, at its sole option, proceed directly against Guarantor without first proceeding against Developer. Neither the failure of City in any particular instance to insist upon Guarantor's strict performance, nor the granting by City of any particular indulgence, forbearance or concession to either Guarantor or Developer, shall operate as a waiver on the part of City to thereafter insist upon Guarantor's strict performance of this Guaranty Agreement. Guarantor agrees that, absent an express agreement in writing to the contrary signed by City, this Guaranty Agreement shall be irrevocable by Guarantor until such time as the Developer's obligations under the Development Agreement have been fully satisfied and the City has released Developer from any further obligations thereunder.
5. Governing Law and Venue. Guarantor agrees that the interpretation and enforcement of this Guaranty Agreement shall be governed by Iowa Law and jurisdiction shall be in the

District Court in and for Fayette County, Iowa.

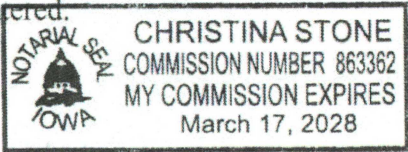
Signed and dated this 10 day of February, 2026.

Matt Construction Inc

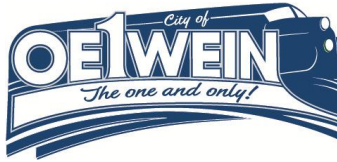
By: [Signature]
By: Chris Matt, [Signature]

State of Iowa)
)§
County of Fayette)

Subscribed and sworn to me, the undersigned Notary Public, in and for the State of Iowa, on this 10 day of February, 2026, by Chris Matt, known to me to be the identical person named herein, who swore and affirmed that he executed the same in his capacity as Secretary of Matt Construction, Inc., with the authority and at the direction of the Corporation, by it and by him voluntarily entered.



[Signature]
Notary Public, State of Iowa



To: Mayor and City Council
From: Dylan Mulfinger, City Administrator
Subject: Cemetery Work Session
Date: 9/14/2026

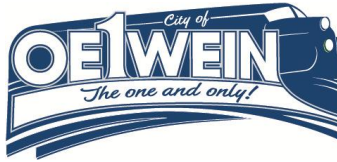
In 2024 the city council voted to raise fees for the cemetery. This has allowed the cemetery to break even each year as the city sells graves and digs graves. The issue is that selling of the graves and digging will end and the cemetery will no longer generate revenue. The cost of the cemetery will be completely absorbed by property taxes. The cemetery was offset by property taxes for many years because the cost of maintaining the cemetery has only increased.

The state of Iowa has anticipated this issue and required a perpetual care fund for cemeteries so that the cost of the cemetery does not fall as a burden to the next owner. There are a couple of issues with this process. The first is that the perpetual care requirement is nowhere near high enough to generate enough interest to pay for the operations of the cemetery. The second issue is that the state no longer requires local governments to have a perpetual care fund. Cities may use perpetual care dollars as they see fit to operate or improve the cemetery. The law changed in July of 2026. The city of Oelwein has \$301,882.12 in the perpetual care fund. Discussions of this fund were planned to take place during the FY2028 budget. The City Administrator planned to use these funds for capital projects at the cemetery. Using the funds for capital projects would ensure that no extra funding would be needed for operations after the funds were spent.

If the city had a perpetual care fund that funded the cemetery annually, they would need \$2,636,452 to generate the \$105,000 needed to operate the cemetery. The city would need to sell 4,394 plots to accumulate a proper cemetery perpetual care fund. Plus, the estimated fund amount is based on operations and does not take into consideration capital improvement for the cemetery.

The council will need to identify their goal so that city staff can work toward this goal. A goal of “a better cemetery” is not a goal and not something staff can work toward. Even identifying the goal as creating a well-manicured lawn at the cemetery is something that staff can work toward. This goal will require significant investment from the city and even more cuts from other general fund departments. It is important to understand that the issues at the cemetery are cyclical. Plus, everyone remembers the cemetery at a time where it was perfect. I believe it was perfect because mowers cost \$5.00 and we paid employees \$7.25. This is not the world we live in now, and accepting the restrictions we have now justifies the current state of the cemetery.

The issue with improving the cemetery comes back to allocation of resources. Regardless of the desire to make the cemetery the best-groomed park in the community, the desire must meet the budget. The condition of the cemetery may have declined as the city continued to eliminate positions, and that is a reasonable outcome. Even so, what is the current condition of the cemetery is subjective. Someone in the community that pays property taxes may not care at all about the cemetery, whereas someone who has a family member buried there would have a deep personal connection. Trying to balance both of those community members interest affects the priority of the cemetery in the general fund.



The council may direct the city administrator to allocate more resources to the cemetery and may even use the perpetual care fund to bolster the effort. Even with this investment, the future of the cemetery is already written with the state of Iowa restricting property taxes. The hope of having a cemetery that is free of issues and only receives compliments is unrealistic. It may be time for the city council to weigh the benefits of the cemetery to the costs of the cemetery.

Some things that would help reduce cost at the cemetery:

- Create a decorating policy allowing them from Memorial Day to Labor Day
- Create one water station eliminating the broken and obsolete current system
- Create strict rules on foundations and stone size
- Mow less of the cemetery that is not plotted (Attachment A)
- Eliminate some of the roads to lessen maintenance cost (Attachment B)

“The city workers need lighter weed eaters, maybe go electric”

The city purchases commercial weed eaters that need to operate for six to eight hours a day. Current electric weed eaters are designed for residential use and would not be applicable for the cemetery.

Stihl FS 91R gas powered string trimmer				
Cost	Weight	Run Time	Warranty	
\$379.99	12#	8 hours	2 years	
EZGO ST1611T battery powered string trimmer				
Cost	Weight	Run Time	Warranty	Extra Battery Per Unit
\$299.99 On Sale	12.4#	1-2 hours per battery	3 years	\$330.00

“We should move the parks crew to the cemetery on Fridays”

The parks crew is also down to three people as budget cuts have lowered the amount of people that can be hired each year. Plus, the downtown person is no longer employed requiring the parks department to spend time in the downtown weeding and taking care of the planters.

“Can we have a cemetery sexton”

Yes, the city would need to allocate more funding for the cemetery to create this position. Having another person or supervisor may not directly lead to a better cemetery.

“Can we do lawn treatments”

We can, the estimate cost is \$\$\$\$\$\$ because the cemetery is 48 acres.

“Can we mow less”

Yes, the city council must pass a resolution allowing this because staff will need confirmation to lessen the public outcry. Mowing less has always been a goal, but the city has a hard time getting away with this as the public is quick to comment on public land going back to nature. Current social constructs make people believe that manicured grass is the only path to happiness.



Conclusion

The City Administrator recommends no changes to operations at the cemetery that require making a better lawn. The effort and expense needed to bring some areas back to a plush lawn are not worth the investment. The city council should move forward on staff recommendations and see how this affects operations. The public outcry is not there on this issue, and the people who have no issues with the cemetery will not come forward. Remember, it takes 296 people to get to five percent of the population and 49 people to get to five percent of Oelwein’s voting population.

Attachment A





Proposed Road Reduction





From a previous work session:

On July 20, the following was provided as concerns for the cemetery:

I have had a few residents that I'm friends with and family members asking why the cemetery looks rough. Why and how do we as a city use our resources better.

Using city guys to help to those flower beds downtown, when they could be utilizing hours at cemetery.

And why the grave stones are not cleaned from the mower,

I could keep going on.

Some of them have even talked to a couple of employees, so as a council person and other 3 I had gotten a call from 1, we would like to discuss how we resolve what is going on.

I know we have budgets, but we also have to make sure our guys are being utilized for city stuff,

The cemetery is usually a topic for the city every couple of years. We have some concerned residents talk about how there is too much grass on the graves, and it is not mowed well. This year is surprising as the city just cut a position from the cemetery. We also cut a position from parks. The city has not adjusted the amount of work at each department, only the number of employees. While the cemetery is a place for deep reflection, we should not forget the growing unsustainable burden this property places on the city and its residents. Once all the graves are sold and filled, the city will derive no income from this property. Unfortunately, this is not the good old days, with property taxes continuing to be a focal point of the state legislature, the ability for the city council to invest in the cemetery is limited. I discuss the cemetery annually with the Parks Superintendent and we have both decided we will do what we can with the limited resources available. As always, if the city council wants to change operations within a department, I look forward to the policy they set.

Additional history on the cemetery:

8/8/22

Payne received calls regarding Woodlawn Cemetery condition. The city is short staffed and is doing their best to keep up with mowing 53 acres and trimming headstones. Even though wages were increased to \$12.00 per hour, we are still not able to find employees. Seeders suggested "Silver Cord" high school volunteers might be able to assist.

5/8/2023

Councilmember Payne asked the council if they were interested in a work session on the cemetery maintenance. No council members responded.

Weed Spraying Woodlawn

Spring Application

Radar LV4000 – 2,4-D

\$40 a gallon

12 gallons needed / 2 pints per dose

\$480 per pass

2 Passes in the spring

\$960 for spring passes

Fall Applications

Trimec classic

\$60 a gallon

12 gallons needed / 2 pints per dose

\$720 per pass

2 Passes in the fall

\$1,440 for fall passes

Labor

Applicator – 5 days per pass

- Time spraying
- Refill with chemical/water
- Fueling

4 passes per year – **4 weeks of time**

Other points of consideration

- Current cemetery budget supply line - \$2,000
- \$2,400+ in chemical costs
- How many headstone flowers will we kill, stain plastic decorations
- Possibility of damage to headstones – many herbicides can contain salts or acids that can cause permanent damage to stones.
- Fuel and other equipment costs
- Going to need another person with applicator license
- Grass seed \$100 per bag

Starting Out:

Patience must be exercised for both these departments as it will take **many years** to bring these areas to the level that we envision. The city has many employees that we value and depend on to make our city the best it can be. As stated in previous budget meetings this department has had seven employees in the past and council is now expecting the same work to be completed with only three employees this year. For every one complaint that we get from a citizen that does not help or donate to the department, the employees get dozens of compliments from the public telling them how nice the facility looks and how they appreciate their hard work.

Background Information:

1. When I took over, the acting sexton told other cemetery employees not to help park superintendent in any way (as I found out at a later date)
 - Employees were told not to share a book that included water lines, gas and phone lines, any special information on how things were laid out, block by block.
2. Park superintendent created a burial application that funeral homes utilize as a fillable PDF and email to both the park assistant and superintendent, instead of calling.
3. Funeral homes are requested to text us that they are leaving church with procession now as an extra safeguard we created so we can let the cemetery crew know exactly when they will be arriving.
4. We updated foundation and lot purchasing forms with the fee schedule attached as fillable PDF's
5. An EF-1 tornado in 2020 and a straight-line wind event in the following year
6. Employees hear conversations from council, and it is very deflating to them as they work very hard and take pride in their work. Bottom-line, all city departments are doing more work with less employees.

Issues to address:

1. Foundations have settled making it impossible to trim evenly, hire contractors to come in and start raising/leveling foundations. The ground is very sandy at this location.
2. Footstones have been allowed in the past creating many alleys that only at 48" mower deck to get through, thus slowing mowing efforts.
3. Improvements to roads
4. Increased staff levels at facility
5. Council takes a hard line on decorations that take up employee's time – disposing of decorations, constantly resetting as trimming & trying to blow grass off headstones
6. Replace existing three buildings and have a single maintenance/office building
7. Continuing to increase wages
8. Another assistant position with focus on cemetery

Common questions

1. How many headstones are at Woodlawn? (estimate)
 - Estimated 8000 stones at Woodlawn – 48.86 acres
 - Estimated 400 stones at Oakdale – 3.38 acres
2. How many headstones are above ground vs. below the surface? (Estimated)
 - Estimated around 1000 flush mounted stones
3. What is the oldest section of the cemetery?
 - Block 15 would be one of the oldest parts of Woodlawn, SW corner
4. How many hours does it take to mow Woodlawn from start to finish?
 - This is an ongoing task that we cannot complete in a week
 1. Other interruptions/tasks:
 1. Customers buying lots
 2. Laying out a burial
 3. Digging a grave and backfilling
 4. Guys move to far end of cemetery during funeral or go mow Oakdale
 5. Employees waiting on procession to lead them to burial location
 6. Helping customers with purchasing foundations
 7. Rain/inclement weather/doctor visits
 8. Picking up loose decorations/ get in the way of trimming and blowing grass off headstones
 9. Helping patrons find headstones
 10. Watering sod from previous graves
 11. Equipment maintenance
 12. Fixing water lines
 2. Then there is Oakdale Cemetery, the west tower / west trail / city shops
5. How many headstones have been reported damaged from a City of Oelwein employee being the cause?
 - Only one when in 2018 in block 4, which we still don't think was city workers because of the proximity to the roadway.
6. Is there a lead position who oversees the mowing operations?
 - The park assistant oversees those day-to-day operations which includes the progress of both park and cemetery crews.
7. Does Joshua randomly inspect the areas where the crews mow and provide feedback to his crew?
 - Joshua does try to look things over when he can
8. Mower sizes
 - 3 – 60” decks, 2 -48” decks - due to limited spacing of headstones/footstones

Improvements Completed at Woodlawn

- Funding for employees has been reduced from 7 employees and now down to 3 since the early 90's, while responsibilities have not decreased

Responsibilities

- Woodlawn Cemetery – 48.8 acres Oakdale Cemetery – 3.3 acres
- West water tower, west trail, 4th street dump site, city shops
- Selling plots – talking with customers some time grieving customers to lay out plots to purchase, which involves research on maps, locating and digging up pins
- Selling, framing up and pouring foundations – 2x a year, grave location, Memorial Day prep, sweeping streets, sodding winter burials, winter burial preparations, snow removal, weekend burials for straight pay, empty lot - sidewalk snow removal, records updating.

Improvements

- New limestone Woodlawn sign – Park superintendent arranged as donation with no cost to city
- Mowers - including rear discharge mower to keep grass off headstones, working on another
- Garage doors – Replaced existing doors that would not close
- New truck – Much needed upgrade that we use for all burials
- New roof on buildings – storm damage when first took over
- New pin locators –locators that help find property pins
- New grave heater – Park superintendent arranged for school to build new one as old one fell apart
- Leaf blowers /trimmers /push mower – upgrading equipment
- Plate compactor – utilize before pouring foundations now
- Snow blowers – for clearing sidewalks on all the city owned lots
- Flammable cabinets – storing gas cans safely
- Air conditioning/office – keep the employees safe during hot weather
- Skid loader forks – complete projects with proper equipment
- Solar panels – part of city solar project
- Led warning lights all equipment
- Newer skid loader - Trade with streets, old loader only had slow gear and could not utilize attachments requiring employees borrowing streets skid.
- Chip seal roads – done in past and will continue in future

Updates/changes

- New website
 - maps and burial information for people to find areas on their own
- Cleaned up office
 - papers stapled to walls, no organization, looked bad for guests
- Paper Forms created for burials/foundations
 - Funeral homes now fill the Word form out with all the burial information and email
- Cleaned up shops
 - Got rid of supplies for equipment didn't own anymore
- New block signs
 - Worked with Jake Blitzsch in installing new block signs so guests can clearly navigate the cemetery
- Digging graves
 - **Cemetery employees dig graves** that frees up a street employee coming out to dig
 - They dig graves in about an hour which used to take employees 3-4 hours
- Signage
 - Took signs nailed to trees and put new updated signs on street posts

Other projects

- Worked through aftermath of the 2020 EF-1 tornado, during beginning of COVID
 - Estimated loss of 60-80 trees, 58 headstones knocked over
 - Ground up trees on site
 - Redgate – shelter removal, tree removal, playground equipment replacement, roof damage
 - Really glossing over the cleanup work from this event
- 2021 straight line winds
 - Estimated loss of 10 large trees
 - Power line dropped and lost utility pole
 - Branch dropped on roof that was repaired

Both events cleaned up without a single injury
- Trees spaded
 - Hired a contractor to spade out 39 trees on north end that had been left from an old tree farm
- Spoilage piles removed
 - A contractor utilized the mountain of spoilage on the south side
- Ground out abundance of stumps
 - Approximately 20 stumps that Chris went around and ground out when started
- Dead tree removal
 - Numerous trees that had to be removed that were dead standing
- Headstones repaired at Oakdale
 - Employees repaired around 30 headstones that had broken off and laying in grass
- Grave Burners
 - Replaced valves so equipment more reliable
- Bridge
 - Removed unsightly/unsafe homemade “bridge” in 18 in drainage area
- Ash tree removal
 - Removed approximately 20 ash trees due to the emerald ash borer, with another 14 ash that were brought down in block 20
- Mausoleum
 - Gathered information for council, worked with Pollarks to sell lots to have mausoleum placed in block 20
- New fencing Oakdale - 2022
 - Replace the front fence as part of the trail project that will look much better
- Cribbing - 2022
 - upgrade the cribbing so that digging graves will be a safer process
- 2nd sign over east entrance
 - Installed as a private donor paid for this project at no cost to the city
- Trail/bridge development
 - Developed the front area that is not plotted, with a bridge and trail
- Waterway
 - Straighten the drainage area to make more appealing and safer for the employees to maintain

Future projects

- GIS
 - Enter headstones and accompanying information on program to help with burial location and public access to finding burial locations
- Memorial brick fundraising project

Conditions when took over



Conditions when took over



Office area when started



Office area when now



Signs nailed to trees when started



New signage



Old Block Signs



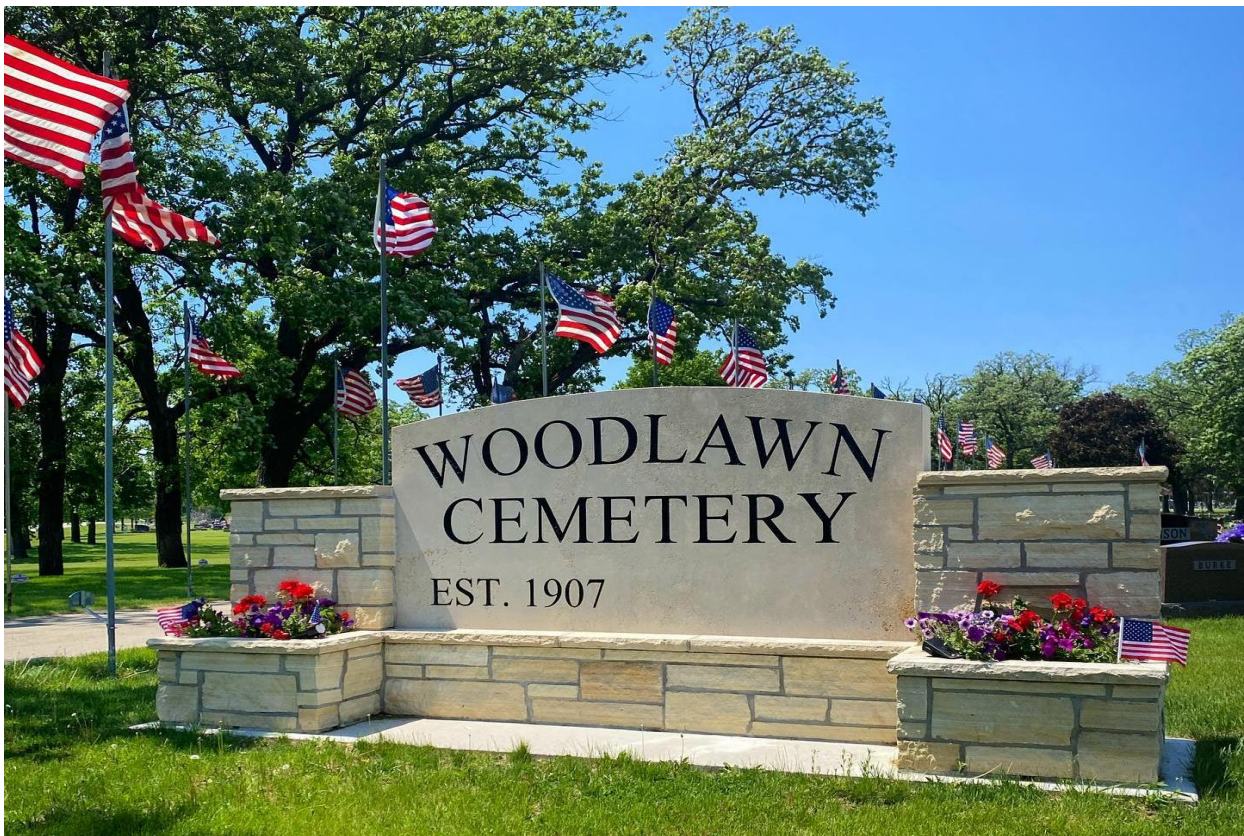
New Block Signs



Old cemetery sign



Park Superintendent arranged for new sign – no cost to city



New entrance sign on 13th Ave. on existing stone pillars



New grave heater built by school program



Grinding stumps - 21 stumps total when started throughout cemetery



Dead standing trees to clean up when started



Removal of 40 ash trees due to EAB



EF-1 Tornado March 28, 2020

NATIONAL WEATHER SERVICE

HOME FORECAST FAST WEATHER SAFETY INFORMATION EDUCATION NEWS SEARCH

News Headlines

- March 2020 Climate Summary
- Summary of March 20th Tornadoes in Northeast IA, Southeast MI
- March 20th Storm System: The Storm that Brought Tornadoes to the Midwest
- March 20th Storm System: The Storm that Brought Tornadoes to the Midwest

The Tornadoes of March 28 2020

Weather.gov > La Crosse, WI > The Tornadoes of March 28 2020

Current Hazards Current Conditions Radar Forecasts Rivers and Lakes Climate and Past Weather Local Programs

Overview

A strong storm system moved through the central U.S. on March 28, 2020. This brought a strong warm front northward into northeast Iowa and far southwest Wisconsin. Thunderstorms formed during the afternoon hours north of the warm front and brought many reports of small hail covering the ground. In the late afternoon and early evening, storms formed near the warm front and produced brief tornadoes which caused damage in Oelwein, Iowa, near Maynard, Iowa, and north of Potosi, Wisconsin.

Tornadoes:

Tornado - Oelwein, IA

FAYETTE COUNTY

Date:	March 28, 2020
Time (Local):	5:30-5:35 pm
EF Rating:	EF-1
Est. Peak Winds:	100 mph
Path Length:	4 miles
Max Width:	120 yds
Signatures/Status:	0 / 0

Summary:

A rain-enshrouded tornado formed near the Fayette City, the south of Oelwein and moved north-northeast into the west side of the city. The tornado caused damage to apartment buildings and homes. The tornado hit the north of the city of Oelwein.

Track Map




Tornado damage



Monument setting



Front Oakdale Cemetery fencing held up with t-posts



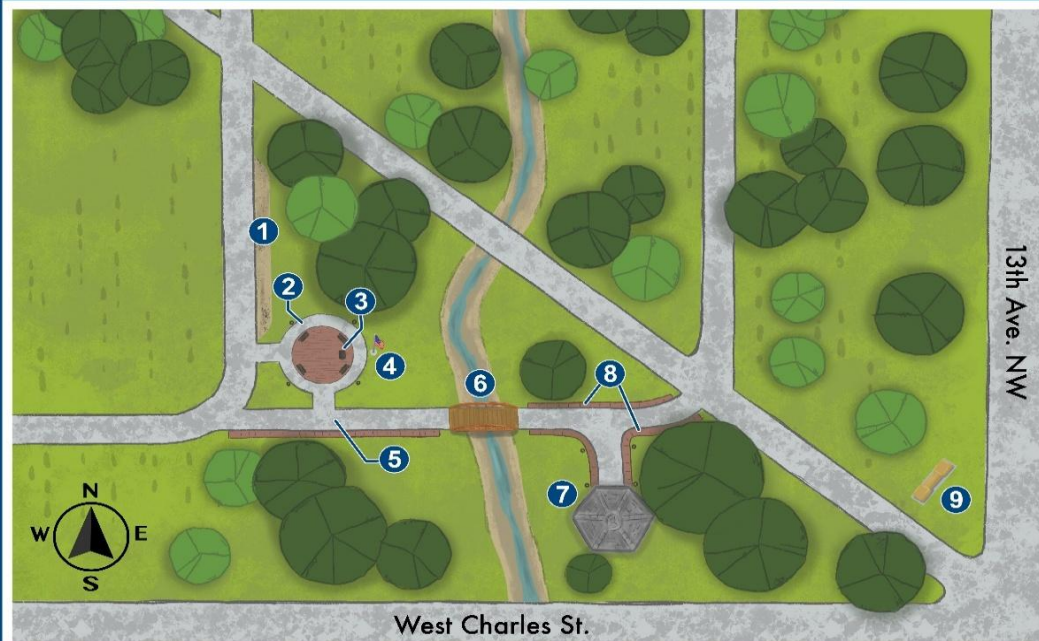
New fencing with trail project



Proposed fundraising project

Woodlawn Memorial Project

Oelwein, Iowa



- 1 Handicap Parking
- 2 Patio
- 3 Podium
- 4 Flag Pole
- 5 New Trail
- 6 Memorial Bridge
- 7 Gazebo
- 8 Memorial Bricks
- 9 Woodlawn Sign

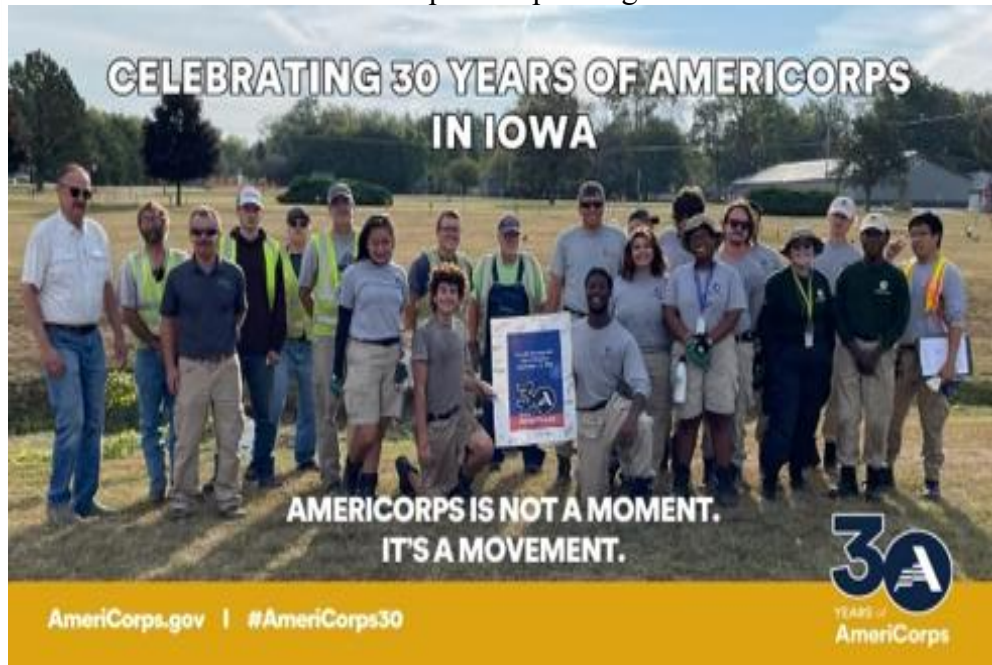
Old "bridge" in 18 when started



New bridge with trail project



Multiple tree plantings



Budget discussion 2-9-2026



Budget Reductions



2026

FISCAL BUDGET 2027

6

- Two full time positions
- With this proposed budget, park staff has been reduced from six seasonal employees two years ago, to now three employees.
 - Started with four seasonals in 2016
 - One additional to maintain downtown
 - One additional to help with empty lots
- With the proposed budget, cemetery staff has been reduced from seven employees in the early 1990's to now three employees. In recent years we have had four employees now reduced to three. These employees also complete winter burials and snow removal.
 - Woodlawn cemetery 49 acres
 - Oakdale cemetery 4 acres
 - Literally thousands of headstones
 - No overtime – leave middle week if Saturday burial

Date: 8/25/25

To: Mayor, Council
City Administrator Dylan Mulfinger

From: Park Superintendent – Joshua Johnson

Subject: Woodlawn Cemetery Water Lines

In times of budget cuts, the city is looking at ways to save money and making decisions to limit future costs to the organization. In recent years we have noticed an increase in water leaks and repairs that have been needed to the water system at Woodlawn. Currently the cemetery has, to our best estimation over 1.7 miles of $\frac{3}{4}$ " black plastic water line buried with 1,300' feet of that distance, decaying 2" cast iron pipe. In addition, there are 60 hose bib spigots scattered throughout the cemetery for people to utilize watering flowers.

To save on future spending on maintenance and replacing the current system we are recommending replacing the system and simplifying the water lines. A filling station would be a push button facility so that there would be very limited water waste. With the current system there is the opportunity for someone to turn spigots on and leave run.

The new water line would be $\frac{3}{4}$ " pex that would be pulled through the existing 2" line from 13th Avenue, 420' to the west to the front of the office. At this location the water filling station will be installed. From this corner staff can trench a line to the south another 537' to the ditch along West Charles Street. From there, the line would be trenched another 268' and connect to the existing line that travels under the road and supplies Redgate park.

The new water system would only be 1,245' of new $\frac{3}{4}$ " PEX water line as opposed to 8,953'. The new system would only traverse under the road system twice as the current water system crosses under the roads a total of 26 times.

JOSHUA JOHNSON MA
OELWEIN PARK SUPERINTENDENT



Current water system

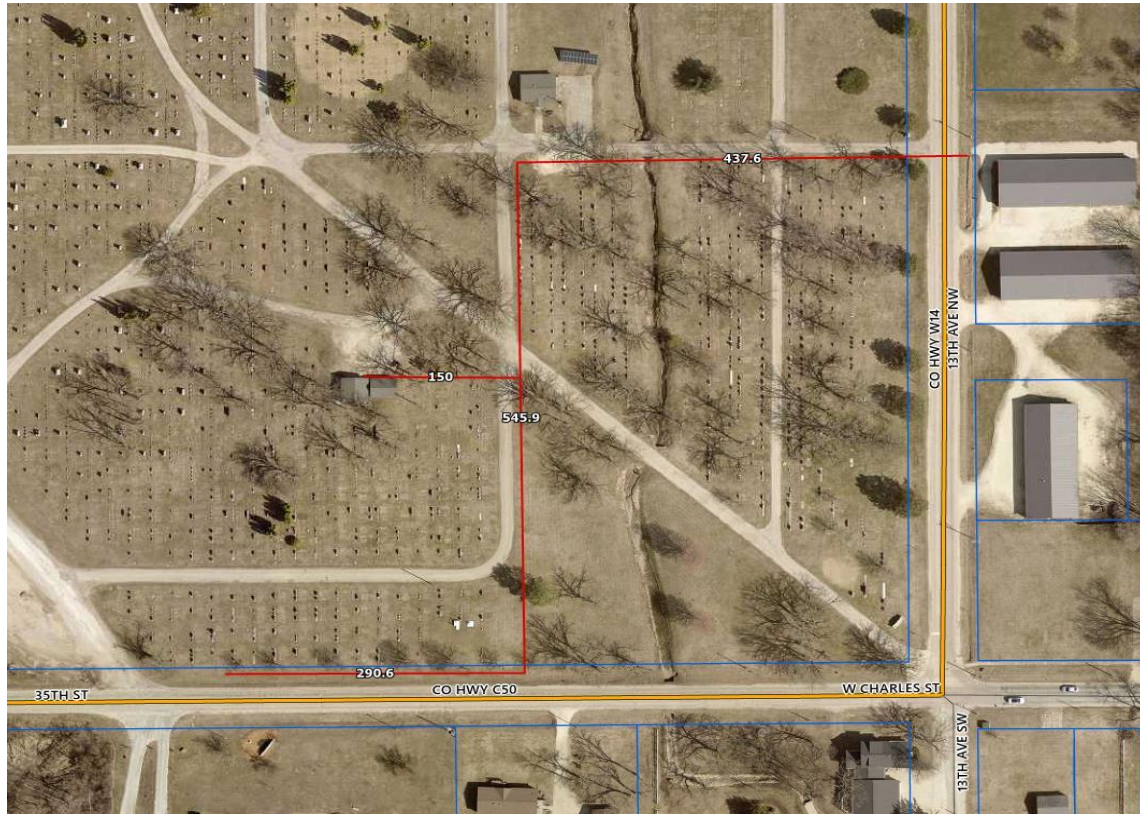
- 8,953' of black plastic $\frac{3}{4}$ " line, or 1.7 miles
- 60 hose spigots
- 26 road crossings



DISTANCES OF CURRENT WATER SYSTEM



PROPOSED NEW WATER LINES



This first set of feedback came in May and was provided to people at Party in the Park and on the city's website. We kept it open for a month. We asked the question of what the city should keep doing, and what the city should stop doing.

What should the city keep doing?

- Cleaning up the city and enforcing the codes
- Expand your much needed and proactive approach to water and sewer improvements into the demolition of ****box properties and accountability of property owners to maintain borderline structures.
- Fixing the streets and the water mains.
- Downtown TIF program
 - New housing opportunities
 - House demos
 - Hotel Motel funding
 - Tear down assistance
 - Event support"
- They should continue to work on recruiting new businesses to the community. Continue enforcing building codes. Continue the PD community interaction and improving relationships in the community.
- Work towards improving streets. Staff parks and rec so they can do the work that's been dumped down to them. Work harder improving properties.... we have codes regarding parked vehicles, trash, etc. - see code enforcement vehicle driving many miles with few changes. PD enforce cats and dogs running loose.
- Roads upkeep
- Cleaning up and fixing infrastructure
- Cleaning up property
- it is my belief that cutting parks is not the answer. It should be viewed as a money enhancer. It is vital for a community to provide an avenue for its citizens and employers.
- Activities that bring the community together. Getting rid of horrible house. Building new housing. Keep working on grant money.
- Continue supporting local small businesses and improving our downtown, but place a greater emphasis on community events, tourism, and economic development. The city should work with the Chamber of Commerce, local businesses, and community organizations to create larger events that attract visitors from surrounding towns. Oelwein has so much potential to become a destination for festivals, live music, farmers markets, holiday celebrations, and family-friendly activities. Bigger events, especially for holidays like the Fourth of July would bring visitors into town, support local businesses, and give residents more reasons to stay and celebrate here. The city should also make attracting

Oelwein

larger employers and encouraging higher-paying jobs a top priority. Creating more career opportunities would strengthen our local economy, help retain young families, attract new residents, and support the small businesses that make our community unique.

- Fixing the roads, would like to see business owners updating buildings. More homeowners updating homes. Would like to see more statues, but priority should be the roads right now the middle of the roads are higher than the curbs on the SE side.
- Continue to provide basic services at reasonable cost to taxpayers.
- Not sure. I'll be honest, I have no idea if we have met any goals other than keeping the lights on. Not to discredit that.
- work on road repair and safe intersections
- Street repairs
- Keep the party in the park and other things for entertainment.
- The city needs to let people ride golf carts in town.
- Repairing and updating infrastructure
- Not sure what the city is doing. We need roads fixed, better upkeep of parks. Lake cleaned/dredged and stocked for fishing. More investment in Wellness center with new balls and games to play or check out for kids. Maybe a men's night league basketball of some sort. If we have money for party in the park we can find money for these things not everyone want to drink and listen to bad music. Invest in more books for library.
- Fixing roads
- Trimming and removing trees, repairs as needed
- "Pool, Christmas celebration, Easter basket hunt, party in the park.
- Improving rental properties. Improving roads"
- "Trying to get the community together
- Repairing roads
- Fixing the roads and creating activities for families
- RECYCLING!!!!
- Supporting our schools, fire and police departments.
- Having open communication with the residents. You give us a meeting a month of your time to hear your entire community's concerns for approximately 3 minutes each.
- Clearing abandoned and unsafe housing.
- Fixing streets, swimming pool.
- Making home owners/landlords be accountable for upkeep of property
- Cleaning up the eye sore houses in town.

- Cleaning out lots that aren't showing a positive side of our town. Continue pushing drugs out of our community.
- Putting money towards the city for kids to be able to have thing to do
- Doing celebrations
- repairing streets
- Keep working on the pipes made of questionable material.
- Finding ways to stay within city budget.
- Clean up the neighborhood, and know the people that are making trouble
- Investing into our youth
- Fix the streets
- Keep the pool open. Keep our new youth sports. Live stream council meetings keep our parks looking good
- Cleaning up the dilapidated properties and fixing infrastructure. Pressuring property owners that are not being maintained to current building codes to be brought into code compliance.
- Keep trying to do Celebrations.
- Have opened council meetings
- repairing the streets and upgrading the water and sewer infrastructure.
- Fixing roads
- What is the city actually doing at this point?
- Continue actively pursuing grant opportunities and outside funding sources to support community improvements while reducing the financial burden on residents and taxpayers. Continue seeking resources that allow Oelwein to invest in infrastructure, recreation etc.
 - Continue prioritizing the recruitment of new businesses that bring quality jobs and competitive wages to Oelwein. Creating more employment opportunities can attract new residents, encourage younger generations to stay or return, increase support for local businesses, and strengthen the community as a whole.
- Cleaning up neighborhoods, enforcing yard debris throughout all yards, not just certain people.
- Tearing down crappy houses.
- Focus on maintaining parks, the swimming pool, schools, daycare, and fixing roads. Oelwein needs to remain attractive to young families. Keep up the work on holding dilapidated properties accountable.
- Oelwein celebration n Thursday in the parks
- Cleaning up the town, improving neighbor hoods.
- Keep moving forward. Don't let the negative Nancy's dictate how or what this city does.

- I think another question could have been, what could the city do better or different.... communication. If you need something (i.e. volunteers) get it out there. The City of Oelwein's Facebook page is a very quiet one. It shouldn't be...post EVERYTHING that is going on in town, anything the city may need, when the meetings are, how to find them, and the list goes on... communication! The more you are involved, likely the rest of the community will be too. "
- Fixing roads, fixing sidewalks, cutting down dead trees, GETTING RID OF THE EYE SORE OF HOUSES. City use to spray for mosquitoes, I would love to have that back
- Offering affordable community wide events available for all families
- Prioritize funding to necessities that improve our town.
- Create equal opportunity for families of varying income. "
- Upgrading outdated water infrastructure to make tap water more potable
- The city should be focusing on infrastructure and promoting growth of the city as a whole. I feel there should be effort put into bringing more bigger businesses to it.
- "Consistency in and having events! (Oelwein days, Fourth of July, etc)
- Asking the community for more input!!
- Continue road improvement
- Fixing infrastructure, Getting new jobs and businesses. Spending on parks and rec to attract new families.
- Holding business owners accountable for their properties.
- Maintaining city/public property.
- Fixing infrastructure when financially possible
- Upgrade sewer and water infrastructure. Repair poor streets and pot holes.
- Fixing streets sewers put money into investments that help every citizen not a select few. Would like to see safe engaging entertainment for youth year round like a rec center or skating facility
- Keeping the ordinance's in place and enacting them. I believe there is a ordinance to not blow your leaves in the street. Last year my newborn did this and they all blew in my yard after I already had mine cleaned up. City needs to enforce this every year.
- Keeping the pool and Wellness Center open and affordable for our residents.
- Fix roads, Police speeding traffic in residential areas, especially 1st Ave NE!
- 1. Focus more on family friendly community events, and keep working to bring in entertainment options for children and young adults so we don't just have bars.
 - 2. Keep promoting the town's growth, but prioritize bringing in larger industries and commercial businesses that provide long-term job security and higher wages right here in town"

- Making improvements, tearing down dilapidated houses, keeping our parks beautiful
- Keep funding for the parks and rec department for the youth.
- Keep building infrastructure.
- Bringing new businesses and upgrading downtown.
- CLEAN THE STREETS AND FLOWER BEDS DOWNTOWN
- Removing junk houses
- Code enforcement
- "Bringing in businesses Empty storefronts.
- Fill empty store fronts with something. Maybe a school could adopt a storefront and put artwork or items in the windows for a month.
- Dig out some of the shrubbery downtown. Too thick. Talking about the two places where you enter downtown Oelwein. By the O. Put some rocks in place of old shrubbery.
- By handicap parking don't put a bed of flowers."
- Repairing infrastructure
- The pool , the Williams Center.
- Fixing the roads and keeping the willnesscenter and pool
- I am in favor of the 10 year plan for city water/sewer replacement. I am not in favor of how we as residents pay for it. Please consider a bond or whatever method to borrow some of the money needed. You can achieve the replacement in far less than 10 years. The water bill is killing us. It's much easier to pay over time, even if it costs a little more. I think interest rates are down a little. Just because the city admin wants to save us a little money, doesn't mean we have to do it. The city admin claims that paying upfront for the water/sewer project will save the city \$3million dollars. For a \$10 million dollar project, that estimate is 30% for interest. I don't believe this is accurate. Please check out the actual cost of funding a portion of the project. Maybe half? Maybe 75% funding???
- Keep the pool and Williams center open
- There is nothing "elective" I can think of that the city does that is productive.
- Party in the Park, Farmers Market
- Fix the streets
- Exactly what they are doing
- Tearing down old houses that are terrible, enforcing rules and regulations for home owners not just rentals.
- improving roads, managing money correctly, and improving infrastructure
- Keep swimming pool. Party in the park
- Bringing businesses to Oelwein. Build up the downtown with new business. Better cider enforcement not only for rentals but also property owners.

- Fire the old guard
- Supporting park and rec which does a great job serving our community and bringing in visitors to spend money in our community.
- Fixing the roads, parks and creating more stuff for children and teens to do.
- Capital improvements
- Keep cleaning up the town
- "1. Keep our public areas, parks, pool, lake Oelwein, and trails available and maintained for our citizens. Without these amenities there is no draw for individuals/families to live in Oelwein.
 - 2. Keep working on the strategic road and sewer plan.
 - 3. More new housing and tear down of dilapidated houses.
 - 4. Keep the rental inspection going."
- I think you all are doing a fantastic job. No matter what you do you will make someone unhappy. I think continue to crack down on the drug problems we seem to have. Also please try not to increase water and other repairs onto the homeowners. Try to attract new businesses (factory, downtown stores and more restaurants.
- Enriching programs and opportunities for the youth and elderly
- Fixing streets
- Activities that bring people to the city- both permanently and to spend money here.
- "Trying to create better relationships with people and businesses. generate positive relationships and develop interest to bring back young families and affordable housing or jobs that support growth vs survival.
 - Service and community focused groups that encourage and support our youth as well as our senior citizens.
 - We can be a retirement community but don't have to NOT encourage bettering ourselves for the youth and or young families who do choose to reside here.
 - The youth sports programs have grown in a positive direction but aren't affordable for all incomes.
 - Better school and city administration that actually listen to the people and strive to show more interest in their thoughts and not just be interested in what best supports their interests or needs.
 - We can't grow into a better future without a better focus on what your community is focused on as a whole.
 - Housing, streets, and youth activities seem to be a big part of the 'social posts' as of past years.
- Improving fire department
- "Clear communication
 - Involve taxpayer if expenses are expected out of pocket

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- Fixing streets and intersections. Repair east entrance to the viaduct.
- Party In The Park has been a fantastic way of bringing the community together. Perhaps with a lowered vendor fee it could become an even bigger annual occurrence
- Fixing roads
- Street repairs
- Working on the roads and improve the community
- The city of Oelwein does a great job keeping our public parks and walking/biking trails in good repair. We moved to Oelwein from TX summer 2025. We loved all the beautiful parks and walkways and this was a big reason we chose Oelwein over other small towns in NE Iowa.
- Events. However I think we have OCAD doing to much event planning and not enough economic development.

What should the city stop doing?

- Giving money to non-city projects and organizations
- Stop cash gifts, gifts, and distributions of LOST, franchise fees, and hotel-motel tax to entities that are not City of Oelwein departments or operations.
- Wasting money on the airport.
- Can't think of anything off the top of my head
- Spending time and money on viaduct. It's not falling down.... maintain facial features.
- Viaduct situation
- Hiring police and spending so much on policing that gains nothing
- Not working together to make Oelwein a city to for people to move to.
- personally I am against flock camera's
- With our population, I find utilities high. I don't know what the answer will be to help fixed incomes
- Stop putting off basic infrastructure improvements and make them a higher priority. Many of our streets are in poor condition and need attention. Continue investing in downtown revitalization by expanding programs that help restore older buildings and encourage property improvements. Oelwein has beautiful historic architecture that deserves to be preserved and brought back to life. At the same time, make attracting new businesses and good-paying jobs a top priority. A stronger local economy, better infrastructure, and a vibrant downtown will help keep young families here, attract visitors, and support the local businesses already invested in our community. I also want to recognize and thank the city for the work that is already being done. I know funding is limited, and I appreciate the grants and programs that have helped improve our downtown. My hope is simply that these efforts can continue to grow because I truly believe Oelwein has so much potential. Thank you for all that you do for our community.
- Nothing your doing amazing Oelwein is starting to look better.
- Enter into projects that put a exorbitant tax burden on homeowners.
- Kicking the can down road.
- wasting money on beautification
- Chip sealing roads as it does nothing to fix the roads
- Charge huge water prices
- Stopping people from riding golf carts in town.
- Anything related to Joshua Ehn. Get rid of him.
- Get rid of cameras/ plate readers. Stop having police sitting trying to get speeders and do more regular city patrols to cut down on theft and people speeding down side roads were kids are at play.
- Raising taxes

- Tearing down ever house that is bad some can be fixed . Letting businesses buy properties to add on without have expensive architectural prints done.
- Making the water bill go up constantly.
- Letting Barker just sit on the sides of roads watching people like he is still a cop.
- Start fixing roads 6th st ne would be a good start
- Living in the past.
- Raising water bills
- Passing the bill to fix roads to citizens. We already pay enough taxes that it should be taken care of
- ALLOWING LOUND CARS DOWNTOWN ANY DAY OR NIGHT!
- Don't make your citizens pay for city street repairs. I don't ask you to pay my bills.
- Using your position to line your pockets
- Seal coating streets, just keeps building up and is only a temporary fix, crown in my street is so bad that I sit in my living room and the crown of the street is higher than a standard height window. Run off goes straight to the sidewalk due to no curb and gutter.
- Wasting money on their own pet projects.
- Overpaying the city administrator.
- Buying things that the city don't need
- Stop canceling stuff
- buying new police cars every year
- Stop making it harder for small businesses to thrive, focus on why Oelwein is ranked so low on the list of schools in Iowa, and plan a community garden in the other side of town and advertise it everywhere!
- Wasting taxpayers money with a brand new police station that has a 24 hour holding facility that they refuse to use when they arrest people in the city.
- Letting the same people that caused trouble, not having anything done about it
- Taking away opportunities for the community to make money
- Ignoring how awful the cemetery looks, raising water rates, stop getting grants for "pretty" stuff and fix the infrastructure
- Charging too much for water!!!
- Nothing. Doing a good job
- Dispersing tax dollars to entities that are not departments of the City of Oelwein. Maintaining so many acres of "parks", these acres could be an opportunity to redevelop within city limits for residential tax base and housing and decrease annual maintenance expense to the City.
- Paying these high salaries to the people who are the head of this town
- Have only one garbage company. We the people should have a choice

- Wasting money spraying the weeds in the creek running through Oelwein. All only thing you are killing is the Oak trees along the creek.
 - Nothing
 - See previous answer
 - Stop placing additional financial burdens on residents without considering the impact of rising costs of living and the fact that not all wages are increasing at the same rate. Continue looking for ways to control costs, prioritize spending, pursue grants and outside funding opportunities, and make financially responsible decisions that balance community improvements with affordability for residents
 - Overpaying certain employees, gouging the residents water bills, charging citizens for tree trimming, stop reallocating funds away from certain projects that the citizens have funded for years and still have not seen anything started.
 - Over paying the city administrator. For a town of our size, his salary is outrageous!
 - Police budget needs to be addressed- spending too much. Roads need to not be neglected and made a major priority. No more interfering with town celebrations. Need to allow a separate group to facilitate and plan that. City needs to have a more positive outlook about the town and her citizens overall.
 - Putting in flock cameras, raising price for utility bills
 - Don't have an answer
 - Raising the cost of water, spending money on things that the city really doesn't need or care about. (We are a small town not a big flashy city) spending all the time and money into the downtown Depo area... (REALLY WORTH IT?). I honestly think unless the plan is to have celebrations that include the downtown shops I would much rather have it out at the park again (more for kids to do and have fun)
 - "Allowing individuals to stay in a higher power who continue to make questionable choices for the towns well being.
 - Separating the upper and lower class. "
 - Buying vacant buildings making the city responsible instead of the current owner responsible for failing buildings.
 - The city should stop remaining idle and stagnant in terms of it's growth.
-
- Spending without a return on investment. Look at other communities and follow by example.
 - Stop neglecting some of their own properties and create communities or put out posts for volunteers to help clear up weeds, example being the little cabin area across from the Legion
 - Overcharging and harassing the people. I've had more than one instance where I've received a notice about something in my yard or driveway being there for over

48 hours, when in truth (camera footage to back this up) it was less than 12. The city bumped our water cost a great deal to fix our system and charges large amounts to poor residents but then redo downtown buildings for an event center or to just tear it down or to place art in the town. Your residents shouldn't have to fear financial ruin or even have to move because of this. I understand wanting to make the town more attractive, but shouldn't we focus on the necessities first? Otherwise the people who have resided here for years, the ones who built this community, have to worry about how they will make it month to month. There's not even a payment plan available through the city for residents who are on hard times, ones who have families.

- Giving better explanations on projects getting done and why that project was chosen. Maybe explain how much the city budget has been cut by the state
- Outward appearances are important but significant sums of money should be spent on infrastructure first
- Wasting money on things that don't directly help citizens. Lower salaries of board members. Stop raising water and sewer bills or fining renters and home owners.
- Making the property owner pay more taxes. We simply can't afford it.
- Trails-we have plenty now. Let's focus on City Park-revive and refresh!
- Everything else
- 1.Stop allowing out-of-state landlords and corporate investors, like Fortress Joy, to buy up local apartments and houses without a local point of contact
 - 2.Cease the use of flock safety cameras. If tracking must continue, implement strict data deletion policies, independent oversight, and explicit community consent
- Allowing businesses to look messy, run down. Forgetting about all of our great assets. We need to highlight, show off all of our best parts, not just a select few. We have beautiful parks, several historic venues, work together to bring notice to ALL of these.
- Funding projects that don't compel to the citizens.
- Canceling town events.
- SAYING THEY DO NOT HAVE MONDY TO BEAUTIFY THE DOWNTOWN AREA
- Wasting money. There are a lot of small things that could be done that would save a lot of money. For instance, why do we need to leave every light on in the new event center when no one is there? Why do the mayor and council take a step back and think of Oelwein like it was their business instead of wasting time and money then raising our taxes and water bill? Assuming the mayor and city council receive compensation, maybe since we have a volunteer fire department, the council and mayor shouldn't be getting paid either.
- Getting stuck with tearing down all these house these worthless landlords don't deal with. And make Bruce Barkers job part time.

- "Who is working to bring in more businesses and industry? We need that to happen. Indy just got 2 new businesses. Why can't we."
- Lower the prices on our water bill...sewer prices."
- Having July 4th celebration in June
- Flock cameras (saves BIG monies)
- Stop the madness with these flock cameras and allowing them to pollute the air
- Why are you paying chief Logan to be the fire chief, and the volunteer fire chief gets nothing. Why not pay the volunteer fire chief that salary instead? I believe the council said they would approve an interim change of 1 year for chief Logan as fire chief and police chief. How is it chief Logan can have the time to do both jobs at the same time and get paid for both?
 - About the rental inspection program... this is an expensive program. Rental property is not being inspected as stated in the city code. You still have too many employees in the permit inspection department. They aren't even doing electrical inspections now, and permits are issued online. Wondering why the 4 building inspectors I'm paying for in my taxes can't get their work done in a timely fashion. You have achieved your goal of getting the rental properties cleaned up. However, it seems the real eye sore properties are owner occupied. You know, I'm so tired of paying more and more taxes to the city, and city admin says we need to raise our city property tax levy to the MAX, which is highly irregular for any city. Check it out, no other towns our size has a maxed out property tax levy. Also, NO other towns have 4 building inspector employees. Oelwein doesn't have a very big tax payer base evidently, and I am really, really, tired of paying for everyone else."
- Get rid of all the flock cameras and spending 30,000 a year on them
- Installing traffic cams, having local police, investing in things like community centers or parks, raising taxes and fees instead of cutting waste out of the budget.
- NA
- Being a HOA town
- Nothing
- Attacking rentals
- Letting residents get away with parking cars, boats, equipment on their front yards. Looks bad
- Allowing business to run on their time to fix buildings. Maybe the city could fix and put on the owners property taxes like they do for street repairs on property owners
- Invest in getting business yo oelwein!
- Letting the school administration run or attempt to run the town. Separation of duties just like church and state is needed or you lose democracy and get a dictatorship. It's already out of control.

- Letting certain "authority " run/ruin the town
- Stop taking away the celebrations we use to have
- NA
- I don't know.
- Raising prices and asking community members for funds that have already been found and used by the city. Concentrate on improving the community and not the wallets of city officials. This should not be a profitable job.
- Flock cameras
- Stop Raising utility prices. Especially as often as you do.
- Can't even go there.. start seeing your community as you supporting structures and for some your paycheck.. our taxes and utilities are on a surge, but incomes do t support the increase.. we need to be more active at how we can get through these financial crises.. guessing the avg income for Oelwein is shy \$45-50k so as administration recognizing your privilege of 6 figures is not the norm for families in the community you are overseeing.. step out of your tiny circle and show some respect to those busting their tail to survive and create a better future for their families... we are all equal in the big picture so let's treat our citizens as such..
- Installing flock cameras in neighborhoods. This town is not big enough for the need. Just have people with nest/camera systems register so if something happens the police can contact them for video.
- "Allowing for the bullying of volunteer organizations
- Demanding payment without clear communication in advance"
- Flock cameras
- The city should ease up on the homeless population. They have it rough enough as is
- N/A
- Empowering the city manager and give the elected council/mayor more of a voice
- Focusing on stupid little things
- My husband and I haven't lived here long enough to answer this question.
 - We enjoy the monthly music in Depot park with the food trucks in the summer. Love the Library and Wellness Center. Appreciate the close proximity to healthcare like BCHC & Mercy One. Our grandchildren enjoy the swimming pool and parks.
- Thank you for taking the time to ask!!"
- See question 2 answer. Reaction planning and budgeting. Stop sending out questionnaires that are intended to have skewed answers and results. I don't know who comes up with this but stop it. This is not a logic based method for determining solutions to our toughest problems. If you need help ask, there are people in the

community with experience in critical thinking to help come up with solutions. I'm not sure what the intent of this questioner is.

This feedback was solicited using the city's website and the Facebook page. The following question was asked: The City of Oelwein is developing its strategic goals for the next 10 years. What do you believe should be the top priorities?

- The streets
- Better roads, remove/ renovate poor/dilapidated housing, modern/updated - good sized park for kids/young families in good part of town. Maybe include splash pad. Maybe "inside" a newer housing development?
- Lowering costs for citizens, bringing new businesses to city.
- Roads, run down housing
- Abandoned buildings. Houses not lived at. All the wooded area behind depo on sw side. Looks gross make viaduct taller
- Storm drainage systems on roads need updated. We have flooding up to our property every time it rains. The city should be looking at smaller trees for the front of properties not huge trees. Smaller ones are easier to maintain and don't damage peoples properties as much. They have dwarf varieties.
- Affordable but well kept housing. No slumlords! Attracting new downtown stores (not second hand stores) and more restaurants. Also any factory that offers a lot of jobs. I have lived in Oelwein my whole life and love Oelwein but it is sad to know what it was and what it is now.
- "Maintain the great things we have: parks, lake, businesses, industry, wellness center, hospital, library, movie theater, and Williams Center.
- Promote more affordable housing projects for young families. Continue to support community events like Party in the Park and Old Tyme Christmas. "
- "Enhanced and expedited clean up of dilapidated residential, commercial, and abandoned properties.
- Water and sewer repairs to reduce emergency fixes on breaks, so....
- Road maintenance and improvements are long term with good infrastructure under them.
- Reduce the total number of park acres so we can properly maintain what acres we do keep, and...
- Look for residential development options in park properties.
- Eliminate the outflow of currency payments to other entities that are not departments of the City.
- Increase revenues by ensuring as close to 100% compliance in rental property and vacant property registration. Evaluate service fees and rates to reduce loss.
- "
- "Street repair
- Removal of houses no longer inhabitable

- Expand housing stock so blue collar workers can live here
- Upgrade water and utility infrastructure to support new residential construction
- Continue to support quality of life amenities:
- Entertainment, Recreation, Community events"
- Economic development and revitalization of the downtown area.
- Infrastructure upgrades
- Bringing in more families, maintaining the large and small business we have and improving our look of our town
- Improvement to downtown and adding small businesses
- "Job creation and retention.
- Street and infrastructure improvements. "
- Affordable and safe housing, education, roads
- Roads
- Streets
- Roads
- Bringing revenue generating businesses to the city, building affordable housing (no age restriction) and sewer repairs.
- "1. No round-about or retroactive roadway lane changes.
 - 2. Additional street, alley, sidewalk and water maintenance.
 - 3. Create a specific reason to travel miles to shop here...like make Oelwein the official antique capital of Northeast Iowa.
 - 4. Create a financially sound, low cost local home maintenance program for the social security, low income elderly and the medically dependent along the lines of the Alliant Electric System and the water line maintenance program.
 - 5. Support the county 'No power-hungry data centers' located here.
 - 6. To avoid one-sided decision making, find ways to get people to attend and take part in City Council meetings. It could involve a simple audience attendance drawing program where the name in attendance drawn at the end of the meeting gets a free meal for two at a participating local restaurant.
 - 7. Change the meeting times to a more generally convenient one.
- "Attract new business; Continue to clean up blight; Encourage/Promote relationships among residents.
- We are really enjoying the Monthly music and food trucks at Depot Park. Also we are enjoying the new and existing art downtown. I like how that shows a unique level of pride in our community!"
- Bringing in new businesses, that will employ people from the town. Entice people to move to town to help bring valuation of homes higher. Discourage the school

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from promoting free and reduced lunch, which brings people here for that, which in turn over the decades has hurt the town.

- Improving the water filtration system. Lowering property taxes. Getting rid of positions in the city government that are not needed
- Housing and jobs

AI was used to take the last three major goal retreats and combine them into a set of goals for the city. With the newly created goals, staff talked to people at the Rotary Sweet Corn feed and asked them to prioritize goals. Like golf, the low score ranked the highest for patrons.

Low scores showed the highest feedback	Points
Promote Economic Development, Business Growth, and Downtown Revitalization: Support existing businesses while attracting new businesses, jobs, retailers, and services to Oelwein. Continue partnerships and strategic investment in Downtown Oelwein and other areas positioned for economic growth.	1.58
Maintain and Improve City Infrastructure and Core Services: Maintain reliable City services while systematically improving streets, water, sewer, utilities, equipment, transportation infrastructure, and public facilities. This includes planning for replacement and maintenance as infrastructure ages.	1.82
Improve and Diversify Housing: Improve the quality, availability, and variety of housing through rehabilitation, demolition, enforcement, new construction, redevelopment incentives, and infill development. Support housing options that meet the needs of residents at different income levels and stages of life.	2.1
Expand Parks, Recreation, Trails, Sidewalks, and Wellness Opportunities: Maintain and expand recreational facilities, programs, parks, trails, sidewalks, open spaces, and wellness opportunities for residents and visitors. Improve connectivity and accessibility while supporting new and enhanced recreational amenities.	2.2
Strengthen Community Image, Identity, Beautification, and Downtown Appearance: Strengthen Oelwein's community identity through beautification, downtown improvements, arts and culture, events, marketing, and improvements to key public spaces. Continue efforts that make the community more inviting to residents, visitors, and businesses.	2.29
Improve Community Health, Safety, and Quality of Life: Promote a healthy and safe community through public safety, wellness, healthcare access, walkability, recreation, and other services that improve residents' quality of life. Continue evaluating public safety and wellness needs as the community changes.	2.67
Strengthen Communication, Community Engagement, and Transparency: Improve communication between the City and residents while creating opportunities for public participation and community collaboration. Continue outreach efforts that keep residents and staff informed and engaged.	2.8

Maintain Effective, Sustainable, and Responsive City Government: Maintain dependable City operations while strengthening long-range planning, facility and equipment management, staffing, policies, financial sustainability, and organizational effectiveness. Establish processes that help the City monitor and accomplish its priorities.	3
Strengthen Local and Regional Partnerships: Build and maintain partnerships with schools, businesses, nonprofits, neighboring communities, Fayette County, and state and federal agencies. Use collaboration to advance economic development, recreation, transportation, community development, and natural-resource initiatives.	3
Address Standalone Initiatives, Facility Questions, and Council Discussion Items: Continue evaluating specific issues that have been identified but do not yet have a clearly defined strategic outcome, including the airport, Wellness Center funding, recycling arrangements, City Hall, City-owned properties, staffing, and other standalone initiatives. These should remain visible until Council determines whether they should become formal goals or projects.	3
Advance Sustainability, Resiliency, and Natural Resource Protection: Promote environmental and economic sustainability while protecting land, water, natural areas, and other community resources. Prepare for hazards and strengthen Oelwein's ability to respond and adapt to environmental and community challenges.	3.14
Improve Transportation, Connectivity, and Multimodal Access: Improve the condition, safety, accessibility, and connectivity of Oelwein's transportation system for motorists, pedestrians, bicyclists, and other users. Coordinate transportation improvements with local and regional partners.	3.67