



Agenda

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

November 12, 2024
Oelwein, Iowa

Mayor: Brett DeVore

Mayor Pro Tem: Matt Weber

Council Members: Karen Seeders, Anthony Ricchio, Lynda Payne, Dave Garrigus, Dave Lenz

Pledge of Allegiance

Discussions

1. Discussion on the Fiscal Year 2026 Budget and Strategic Planning review.

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

FY2026 Budget Workshop

Facilitated by Dylan Mulfinger City Administrator



What went well in FY2024 and FY2025

- Council will work to identify three things that followed the Strategic Plan that is part of the 2023 Comprehensive Plan

Improvement Needed

- The city council will discuss items for improvement for FY2026

Priorities

- The city council will review the strategic plan and determine what priorities remain in place and which ones will be changed.
- <https://library.municode.com/ia/oelwein/munidocs/munidocs?nodeId=63ee09e052343>

Giant Ideas

- 5-year plan
- 10-year plan
- 20-year plan



Chapter 7: Strategic Plan & Implementation



Implementation Overview

The Implementation Matrix

The Implementation Matrix is a tool to help the City of Oelwein implement the goals and strategies identified in Chapter 4 of the plan. Each strategy is broken down into action items with a priority rating to indicate an estimated timeline and potential partners to implement the action item (though there may be additional parties of interest). The table below describes the features included in the Implementation Matrix.

Goal: The object of a person's ambition or effort; an aim or desired result.					
Strategy 1: First strategy to identify a course of action to achieve the overall goal.			Strategy 2: Second strategy to identify a course of action to achieve the overall goal.		
Action Item 1a1: First action item to help implement the goal's first strategy.	Priority Level: Each action item is provided a priority level.	Partner(s) Each action item is assigned a partner(s) to aid implementation.	Action Item 1b1: First action item to help implement the goal's second strategy.	Priority Level: Each action item is provided a priority level.	Partner(s) Each action item is assigned a partner(s) to aid implementation.
Action Item 1a2: Second action item to help implement the goal's first strategy.			Action Item 1b2: Second action item to help implement the goal's second strategy.		

Potential Partners

- AD:** Oelwein Administration Department
PZC: Oelwein Planning & Zoning Commission
CC: Oelwein City Council
BOA: Oelwein Board of Appeals
ZBOA: Oelwein Zoning Board of Adjustment
CDD: Oelwein Community Development Department
CAD: Oelwein Chamber & Area Development
CSC: Oelwein Civil Service Commission
PR: Oelwein Parks and Recreation Department
PRC: Oelwein Parks & Recreation Commission
PW: Oelwein Public Works Department
ES: Oelwein Emergency Services (Fire and Police Department)
PL: Oelwein Public Library
LBT: Oelwein Library Board of Trustees
WC: Oelwein (Williams) Wellness Center
TB: Oelwein Tree Board
AB: Oelwein Airport Board
IDNR: Iowa Department of Natural Resources
IDOT: Iowa Department of Transportation

Priority Levels

1	2	3	4
Urgent (1-3 years)	Short-term (3-10 years)	Long-term (10-20 years)	Ongoing

Implementation Process

Responsibility for implementing this plan lies primarily with the Oelwein City Council, Planning and Zoning Commission, and City Staff.

City Council

The Oelwein City Council sets priorities, approves budgets, and often has the final say on key aspects of public and private development projects. The value and legitimacy of this plan is directly related to the degree to which Councilmembers are aware of the plan and expect City actions to be consistent with this plan. Each Councilmember should have a copy of this plan and be familiar with the major goals and objectives described herein. The City Council should expect and require that staff recommendations and actions both reference and remain consistent with this plan, or that the plan is amended as needed to fit changing conditions.

Planning & Zoning Commission

Land use and development recommendations are a core component of this plan, and the Planning and Zoning Commission has a major role in guiding those decisions. Planning and Zoning Commission members shall each have a copy of this plan and shall be familiar with the content. It is generally the responsibility of the Planning and Zoning Commission to determine whether proposed projects are consistent with this plan, and to make decisions and recommendations that are consistent with this plan. In cases where actions that are inconsistent with this plan are deemed to be in the best interest of the City, the Planning and Zoning Commission should initiate efforts to amend the plan to better reflect City interests. This reinforces the legitimacy of the plan as an important tool in guiding City decision making.

City Staff

City staff have a significant influence on the selection and completion of all kinds of capital and operational projects. It is imperative that City staff know about, support, and actively work to implement the various strategies and actions in this plan.

Specifically, the following people should consult and reference the Comprehensive Plan during goal-setting processes, annual budgeting, planning for major public projects, and in the review of private development projects:

- City Administration
- Community Development Staff
- Parks and Recreation Staff
- Public Works Staff

These key staff members are expected to know and track the various goals, strategies, and vision laid out in this plan, and to reference that content as appropriate in communications with residents, business owners, and elected and appointed officials. All other staff members should be aware of the plan and the connections between the plan and City projects. The purpose of this extra effort is to strengthen staff recommendations and reinforce the plan as a relevant tool integral to City functions and decision making.

Community Vision & Character

Goal 1:

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

Strategy 1a: Enhance safety throughout the City of Oelwein.			Strategy 1b: Improve access to healthcare services and promote a healthy lifestyle.		
Action Item 1a1 Promote civic resilience through community engagement tactics.	3	AD, CC, PZC, CSC, ES	Action Item 1b1 Conduct mobility and walkability studies to analyze areas to focus efforts for improved access to services.	1	AD, CC, PZC, PR, PRC
Action Item 1a2 Assess areas of interest for improved lighting, infrastructure, and connectivity to improve the safety of residents in public spaces.	1	AD, CC, PZC, CDD, PW, ES	Action Item 1b2 Enhance parks, trails, and green spaces for recreational opportunities.	2	PR, PRC, TB, IDNR

Goal 2:

Encourage participation in community-based opportunities.

Strategy 1a: Foster a strong sense of community culture.			Strategy 1b: Continue to offer community-wide communication opportunities.		
Action Item 1a1 Promote festivals, community events, and recreational opportunities.	2	AD, CC, PL, LBT, PR, PRC	Action Item 1b1 Encourage accessibility of communication practices between residents and City staff and elected officials.	1	AD, CC, CSC
Action Item 1a2 Support cultural and arts initiatives that celebrate Oelwein's heritage and resilience.	2	AD, CC, PL, LBT	Action Item 1b2 Establish a community information or "bulletin board" on the City website to provide pertinent information to residents in an accessible platform.	1	AD, CC, CSC

Community Facilities

Goal 1:

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

Strategy 1a: Explore development incentives that prioritize infill development/redevelopment and utilize existing public infrastructure.			Strategy 1b: Explore alternative parking space requirements that reduce the need for large parking lots.			Strategy 1c: Evaluate opportunities to make improvements or relocate City facilities located in floodplain areas.		
Action Item 1a1 Identify areas where infill or redevelopment are feasible.	1	CDD, CAD	Action Item 1b1 Conduct parking analysis for downtown and high-traffic areas.	2	PW	Action Item 1c1 Identify flood-prone facilities and secure funding for the evaluation of needs.	1	AD, CC, PW, IDNR, CAD
Action Item 1a2 Prioritize design standards and development incentives that utilize infill and redevelopment areas.	2	CDD, CAD	Action Item 1b2 Review and revise parking regulations to adhere to EPA and ADA standards.	2	CDD, PW	Action Item 1c2 Make improvements or relocate based on findings from the evaluation.	2	AD, CC, PW

Goal 2:

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

Strategy 1a: Adopt a maintenance and replacement schedule into City Code.			Strategy 1b: Establish regular community outreach processes regarding public facilities and services.		
Action Item 1a1 Identify regular maintenance and replacement needs.	1	AD, CC, CDD, PW	Action Item 1b1 Identify facilities and services that warrant regular feedback.	1	CC, CDD, PW
Action Item 1a2 Develop maintenance and replacement schedule of facilities, services, and infrastructure.	1	AD, CC, CDD, PW	Action Item 1b2 Develop community communication strategy to gather feedback.	1	AD, CC, PW

Housing

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

Strategy 1a: Produce and maintain community facilities, utilities, and infrastructure that are attractive to developers, current residents, and future residents.			Strategy 1b: Continue to improve the housing stock of Oelwein through local housing program.		
Action Item 1a1 Adopt development standards that cohere the community and enhance the built environment.	1	AD, CC, PZC, CDD	Action Item 1b1 Identify ways to optimize impact of funding opportunities to improve quality of owner-occupied housing.	1	AD, CC, CDD
Action Item 1a2 Engage residents in community development plans to align new development with the needs of residents.	1	AD, CC, PZC, CDD	Action Item 1b2 Identify ways to expand the impact of the Rental Inspections program both internally and through funding opportunities.	1	AD, CC, CDD

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

Strategy 1a: Explore opportunities for mixed-income housing developments to promote socioeconomic diversity.			Strategy 1b: Continue to maintain a comprehensive assessment of the local housing market to identify gaps in affordable housing options.		
Action Item 1a1 Collaborate with local housing authorities, developers, and nonprofit organizations to increase the availability of affordable housing.	2	AD, CC, CDD	Action Item 1b1 Plan for housing studies at regular intervals to remain consistent with housing needs and trends.	2	AD, CC, CDD
Action Item 1a2 Advocate for state and federal funding programs to support affordable housing initiatives.	2	AD, CC, CDD	Action Item 1b2 Identify funding opportunities to conduct housing studies.	2	AD, CC, CDD

Transportation

Goal 1:

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

Strategy 1a:		Strategy 1b:			
Encourage non-vehicular transportation options and overall connectivity.		Coordinate transportation plans with other city and regional plans.			
Action Item 1a1 Identify priority nodes for corridor restoration to improve walkability throughout Oelwein.	1	AD, CC, CDD, PR, PRC	Action Item 1b1 Review internal and external plans regarding transportation and identify opportunities for coordination.	2	AD, CC, PW, IDOT
Action Item 1a2 Develop a trails and greenways plan to incorporate pedestrian transportation options between parks, essential services, and points of interest throughout Oelwein.	1	AD, CC, CDD, PR, PRC, ES, PW	Action Item 1b2 Coordinate local and regional needs for infrastructure, funding, and maintenance.	2	AD, CC, PW, IDOT

Goal 2:

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

Strategy 2a:		Strategy 2b:			
Prioritize maintenance and improvement of transportation infrastructure.		Prioritize safety in multimodal transportation development.			
Action Item 2a1 Identify solutions to the deterioration of the Charles Street Bridge and Viaduct.	1	AD, CC, CDD, PW	Action Item 2b1 Review traffic incident data and identify crash mitigation strategies.	2	PW, ES
Action Item 2a2 Identify funding opportunities to implement solutions identified for the Charles Street Bridge and Viaduct.	1	AD, CC, CDD, PW	Action Item 2b2 Identify signage needs and implement cohesive signage for vehicular and non-vehicular traffic.	2	AD, CC, PW, ES, PR

Parks and Recreation

Goal 1:

Provide a robust recreation system to all residents and visitors.

Strategy 1a:

Diversify recreational facilities to expand opportunities for numerous activities.

Strategy 1c:

Prioritize distribution of adequate green space in future development.

Action Item 1a1

Develop a comprehensive inventory of current and desired recreational facilities and activities.

2

PW, PR, PRC

Action Item 1c1

Identify areas deficient in recreational space.

1

CC, PZC, PR, PRC

Action Item 1a2

Establish a means to fund current and additional recreational opportunities for residents and individuals.

2

AD, CC, PR, PRC

Action Item 1c2

Create development standards to include adequate green space in future land use plans.

1

CC, PZC, PR, PRC

Parks and Recreation (continued)

Goal 2:

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

Strategy 2a: Establish and continue partnerships with government entities, churches and civic organizations to provide recreation facilities and programs.		Strategy 2a: Improve accessibility of recreation facilities and programs for residents and visitors.		Strategy 2b: Devise a comprehensive park and recreation assessment and plan that evaluates impacts of the Otter Creek tributary on existing parks and potential greenspace.	
Action Item 2a1 Identify opportunities for and encourage involvement in regional trail development.	2	AD, CC, PR, PRC	Action Item 1b1 Evaluate physical and financial accessibility to recreational services for residents and visitors of all socioeconomic situations.	1	AD, CC, PR, PRC, CAD
Action Item 2a2 Coordinate Oelwein's transportation and recreation plans with those of the region to optimize projects and development.	2	AD, CC, CDD, PR, PRC, IDOT	Action Item 1b2 Engage community members to help guide recreational planning and development.	2	AD, CC, PR, PRC
			Action Item 2b1 Identify alternatives for existing parks and potential recreation areas that are impacted by flooding of the Otter Creek tributary, including Wings park.	1	AD, CC, PR, PRC, IDNR
			Action Item 2b2 Consider redevelopment, relocation, and any other feasible flood mitigation tactics to reduce impact on park and recreation areas.	2	AD, CC, PR, PRC, IDNR

Economic Development

Goal 1:

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

Strategy 1a:

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

Strategy 1b:

Provide guidance for future economic growth.

Action Item 1a1

Support the Oelwein Area Chamber of Commerce and provide resources for businesses to engage with the Chamber via the City website and various public spaces.

2

AD, CC

Action Item 1b1

Engage with the Oelwein community to understand economic needs of businesses and residents.

1

AD, CC, CAD

Action Item 1a2

Develop City-sponsored events to increase awareness of local businesses.

3

AD, CC,
CAD

Action Item 1b2

Create a Comprehensive Economic Development Strategy (CEDS) plan to help guide future economic growth.

1

AD, CC, CDD,
PZC, CAD

Economic Development (continued)

<p>Goal 2: Support strategic economic growth within the Downtown area and provide additional retailers, businesses, and services for the community.</p>					
<p>Strategy 1a: Focus on revitalization and accessibility of Downtown Oelwein.</p>			<p>Strategy 1b: Create walkable, people-oriented places that are enjoyable to inhabit and that enable people to walk between businesses.</p>		
<p>Action Item 1a1 Ensure that all land uses are connected by safe and efficient vehicular and non-vehicular transportation infrastructure.</p>	2	CC, PZC, CDD, PW	<p>Action Item 1b1 Use wayfinding signage throughout the community to direct traffic to local businesses.</p>	2	AD, CC, PZC, PW
<p>Action Item 1a2 Incentivize beautification methods in Downtown Oelwein (such as plantings, murals, and façade improvements) that create an enjoyable space for residents and visitors to walk.</p>	2	CC, PZC, CDD, PW, PR, PRC	<p>Action Item 1b2 Analyze parking regulations to optimize parking availability for customers and employees, minimize unused parking, and promote walkable areas.</p>	2	AD, CC, PZC, CDD, PW

Agricultural & Natural Resources

Goal 1:

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

Strategy 1a: Support healthy watersheds.			Strategy 1b: Enhance existing natural areas.		
Action Item 1a1 Incentivize robust plantings in new development areas.	3	AD, CC, CDD, PR, PRC	Action Item 1b1 Identify unique natural areas for restoration projects.	2	CDD, PR, PRC, IDNR
Action Item 1a2 Preserve the natural character of the watershed through green space acquisition, floodplain regulations, and drainage corridor and buffer protection.	2	CC, PZC, CDD, PR, PRC, IDNR	Action Item 1b2 Apply for funding opportunities for natural restoration projects.	2	AD, CC, PR, PRC, IDNR

Goal 2:

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

Strategy 1a: Conserve and restore natural features such as trees and natural waterways.			Strategy 1b: Support community gardens, farmers markets and other similar community based food projects.		
Action Item 1a1 Identify reasonable means of natural features conservation and restoration during development processes.	1	AD, CC, CDD, PZC, PR, PRC, TB, IDNR	Action Item 1b1 Conduct community needs assessment for local food systems.	1	AD, CC, CDD, PZC, PR, PRC
Action Item 1a2 Establish development regulations that conserve and/or restore of natural features to that comparable to pre-development.	2	AD, CC, CDD, PR, PRC, TB, IDNR	Action Item 1b2 Identify resources such as space, time, and partnerships to establish a robust local food system.	2	AD, CC, CDD, PZC, PR, PRC

Goal 1:

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

Strategy 1a: Promote environmental sustainability.		Strategy 1b: Support economic sustainability.		Strategy 1c: Provide relocation opportunities for public, private, and residential properties that are chronically impacted by flooding of the Otter Creek Tributary.	
Action Item 1a1 Encourage energy efficiency in buildings, lighting, and infrastructure.	2	AD, CC, PZC, CDD, PW	Action Item 1b1 Establish cost/benefit analysis procedures to determine the most economically sustainable means of public expenditures.	1	AD, CC, PW, CAD
Action Item 1a2 Support the development practices that allow for the capture and use of clean energy.	2	AD, CC, PZC, CDD, PW	Action Item 1b2 Utilize CEDS, Oelwein Comprehensive Plan, Long Range Transportation Plan, and other local plans to help prioritize future activities and maximize funding strategies for projects.	2	AD, CC, PZC, CAD
			Action Item 1c1 Evaluate patterns of flood occurrences including the impacts and resources necessary for recovery from various perspectives such as personal resources, community resources, and flood insurance, among others.	3	AD, CC, PW, ES, PR, IDNR
			Action Item 1c2 Develop community programs and secure funding based on the findings of a floodplain evaluation to help mitigate challenges for properties that are chronically impacted by flooding of the Otter Creek Tributary.	2	AD, CC, PW, ES, PR, IDNR

Goal 2:

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

Strategy 2a: Engage in maintaining and advertising the Fayette County Hazard Mitigation Plan.		Strategy 2b: Encourage neighborhood involvement to increase safety through active participation of residents.	
Action Item 2a1 Continually monitor local changes that may affect the Fayette County Hazard Mitigation Plan.	2	AD, CC, PZC, ES	Action Item 2b1 Create safe and inviting spaces for residents to inhabit in their leisure time.
Action Item 2a2 Promote education and awareness regarding hazards and risks in the community.	2	AD, CC, ES	Action Item 2b2 Establish a community communication network that promotes information sharing, especially in emergency situations.
			2
			1

Intergovernmental Collaboration

Goal 1:

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

Strategy 1a:

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

Strategy 1b:

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

Action Item 1a1

Identify areas of overlapping or adjacent jurisdiction.

2

AD, CC, PZC

Action Item 1b1

Participate in intergovernmental councils and committees.

2

AD, CC, PZC

Action Item 1a2

Form relationships with necessary partners to develop procedures for coordinating future growth plans.

2

AD, CC, PZC

Action Item 1b2

Identify overlapping needs and work to make Oelwein's plans considerate and beneficial to the region.

2

AD, CC, PZC

Goal 2:

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

Strategy 1a:

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

Strategy 1b:

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

Action Item 1a1

Engage with the Oelwein Community School District regarding development plans and community activities.

1

AD, CC, PZC, PL, LBT, WC

Action Item 1b1

Seek representatives from Fayette County Conservation, Fayette County Soil and Water Conservation District, and other state agencies to help guide planning efforts and implementation.

2

AD, CC, PZC, PR, PRC, TB, IDNR

Action Item 1a2

Promote community activities on the City website and various public spaces.

1

AD, CC, PZC, PL, LBT, WC

Action Item 1b2

Promote local conservation efforts on the City website and various public spaces.

2

AD, CC, PZC, PR, PRC, TB

Northern Oelwein Land Use Goal:
 Maintain quality housing and by encouraging the maintenance and improvement of the existing housing stock and properties.

<p>Strategy 1: Pursue opportunities to improve existing housing stock.</p>			<p>Strategy 2: Improve the local rental process for both renters and tenants.</p>		
<p><u>Action Item 1.1</u></p>			<p><u>Action Item 2.1</u></p>		
<p><u>Action Item 1.2</u></p>			<p><u>Action Item 2.2</u></p>		

Southern Oelwein Land Use Goal:
 Support economic development and recreational development opportunities that promote quality of life.

<p>Strategy 1: Support and seek growth that improves employment opportunities.</p>			<p>Strategy 2: Support and seek commercial growth that reinforces the transitional nature of the corridor.</p>		
<p><u>Action Item 1.1</u></p>			<p><u>Action Item 2.1</u></p>		
<p><u>Action Item 1.2</u></p>			<p><u>Action Item 2.2</u></p>		

Land Use

Eatern Oelwein Land Use Goal:

Continue to improve connectivity to local resources.

Strategy 1: Promote sustainable development and new growth in this area.			Strategy 2: Connect neighborhoods to schools, hospital, and highways.		
<u>Action Item 1.1</u>			<u>Action Item 2.1</u>		
<u>Action Item 1.2</u>			<u>Action Item 2.2</u>		

Western Oelwein Land Use Goal:

Improve housing stock by promoting infill opportunities and removing housing structures in poor condition.

Strategy 1: Remove dilapidated and depressed housing through the city.			Strategy 2: Identify lots for infill and encourage development.		
<u>Action Item 1.1</u>			<u>Action Item 2.1</u>		
<u>Action Item 1.2</u>			<u>Action Item 2.2</u>		

Downtown Oelwein Land Use Goal:

Maintain quality housing and by encouraging the maintenance and improvement of the existing housing stock and properties.

Strategy 1: Pursue opportunities to improve existing housing stock.			Strategy 2: Improve the local rental process for both renters and tenants.		
<u>Action Item 1.1</u>			<u>Action Item 2.1</u>		
<u>Action Item 1.2</u>			<u>Action Item 2.2</u>		

Downtown Goals:					
Strategy 1: Promote, encourage, and support housing opportunities and growth throughout the downtown area.		Strategy 2: Support retail, office, and service uses downtown.		Strategy 2: Promote and develop efforts toward strengthening and enhancing the character of the downtown.	
Action Item 1.1 Support the maintenance and expansion of housing downtown.	1	Action Item 2.1 Focus ground floor commercial development along N Frederick Avenue, Charles Street, and 1st Avenue.	1	Action Item 2.1 Consider setting design standards for signage and new/existing building facades.	1
Action Item 1.2 Support medium and higher density housing infill.	1	Action Item 2.2 Diversify entertainment and retail opportunities downtown, including expansion of utility needs for outdoor vendors to support community events.	1	Action Item 2.2 Improve and maintain the streetscape (including parking lots) and support community art opportunities in the downtown.	1
		Action Item 2.3 Require quality redevelopment and regular maintenance of commercial properties in downtown area.	1		

Downtown

Built Environment Goal:

Promote and develop efforts toward strengthening and enhancing the character of the downtown area.

Strategy 1:

Consider setting design standards for signage and new and existing building facades.

Strategy 2:

Improve and manage parking lots in the downtown area.

Action Item 1.1

Action Item 2.1

Action Item 1.2

Action Item 2.2

Commerical Business Goal:

Support retail, office, and service uses downtown.

Strategy 1:

Focus ground floor commercial development along N Frederick Avenue, Charles Street, and 1st Avenue.

Strategy 2:

Diversify entertainment and retail opportunities downtown.

Strategy 3:

Require quality redevelopment and regular maintenance of commercial properties in the downtown area.

Action Item 1.1

1

Action Item 2.1

Action Item 3.1

Action Item 1.2

Action Item 2.2

Action Item 3.2

