

**CITY COUNCIL SPECIAL WORK SESSION
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA**

The Ramsey City Council conducted a City Council Work Session on Tuesday, June 6, 2023, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Mayor Mark Kuzma
Councilmember Chelsee Howell (attended remotely)
Councilmember Debra Musgrove
Councilmember Michael Olson
Councilmember Chris Riley
Councilmember Dan Specht
Councilmember Matt Woestehoff

Also Present: City Administrator Brian Hagen
City Engineer/Public Works Director Bruce Westby
Finance Director Diana Lund
Police Chief Jeff Katers
Fire Chief Matt Kohner
Parks and Assistant Public Works Director Mark Riverblood
Administrative Services Director Colleen Lasher
Economic Development Manager Sean Sullivan
Communications Coordinator Pat Johnson
Community Development Director Stephanie Hanson

1. CALL TO ORDER

Mayor Kuzma called the City Council Special Work Session to order at 6:00 p.m.

2. TOPICS FOR DISCUSSION

2.01: Annual Strategic Planning Session

City Administrator Hagen reviewed the Staff packet and evening's agenda for the continuation of the discussion of the 2023 Strategic Planning Session. He noted that at the last Strategic Planning Session the Council spent a majority of the time discussing the objectives and strategies. He discussed the changes that were made, including moving the objective of 'a citizen focused government' to the first objective. He explained that they added the City's high quality services to the list. He shared that they added 'address infrastructure needs' as the top strategy. He stated that the Council had started to go through the action plans and shared that Staff has revised the list and removed the items that were completed and added new ones as needed. He said the goal of this evening's session is to get through the rest of the action plans and get the Strategic Plan to a point where the next time it is seen by the Council is when it is being adopted. He asked how the Council wants to go through this.

Councilmember Riley stated that the first item, infrastructure improvements, is very thorough but suggested adding a section for parks, City buildings, and utilities, as there are things that need to be addressed in all of these areas.

City Administrator Hagen stated that he believes Parks are addressed later on in the Strategic Plan. He noted that there is not anything that calls out City buildings and utilities.

Councilmember Riley stated that there is an area that calls these things out; however, it is concerning implementing capital improvements, which is different than infrastructure needs. He wants to make sure that the City is maintaining what they have first.

Councilmember Specht asked if this should be an action plan or something different.

Councilmember Riley stated that this would fit under strategy #1.

Councilmember Musgrove agreed. She discussed the old Ramsey City Hall historical building and if that needs to stay in the CIP or be moved to a strategy. She stated that Parks should be under the infrastructure portion as where it is currently addressed in the strategic plan does not address the maintenance of the parks and trails.

City Administrator Hagen noted that the current plan includes ‘following the adopted Playground Replacement Policy’ under another strategy. He asked if they wanted to move this under the infrastructure needs.

Councilmember Specht shared that he likes the Playground Replacement Policy and thinks that there is more to this. He wants to make sure that they are not expanding beyond what they can handle. He noted that they receive feedback that they do not have enough Staff to get everything mowed. He wants to make sure that the City can adequately do what they are doing now before they add much more.

Councilmember Riley emphasized being able to maintain what they currently have. He noted that there may be items in the CIP that cover buildings but it is important to make sure that the City buildings are staying well maintained, along with the utilities. He stated that the utilities are treated more as an enterprise; however, it is the same idea that these are basic functions of a City government.

Mayor Kuzma stated that there is quite a bit of money going out on the development of the new park and for the lake and infrastructure needs there. He also noted future parks. He stated that the parks should be added to the first strategy.

Councilmember Woestehoff stated that the title of this strategy of ‘address infrastructure needs’ throws him off as it should be more about maintaining what the City already has. He stated that this should be the focus. He suggested a verbiage change to clarify that this strategy is about taking care of what the City already has.

Councilmember Olson asked if it could be clarified by just inserting the word ‘maintenance’ and making the strategy ‘address infrastructure and maintenance needs.’ He agreed that taking care of what the City already has before moving onto adding things is important as it gives a good base to work off of.

City Administrator Hagen stated that this can be changed to ‘address infrastructure maintenance needs.’

The Council agreed to this change.

Mayor Kuzma asked if they wanted to add the additional items to the list.

City Administrator Hagen stated that these items can be separated out. He reviewed strategy #2 of identifying and implementing operation efficiencies, cost savings and additional funding sources. He noted that they had an action item to analyze ground maintenance on City owned properties. He stated that this could deal with things like changing the turf to reduce maintenance on a Staffing level. He noted that another action item is to review and solicit options for future Happy Days to determine the best use of funds planning for the event, in-house versus hiring a third party event consultant, and identifying opportunities to reduce the general tax levy obligations, which goes back to finding more sponsorship opportunities or a restructuring of the sponsorship amounts. He noted that this year they are bringing in a third party consultant to help organize the administrative planning of the event. He stated that by the end of this year before the budget is in place they need to know what the plan is next year for this event.

Councilmember Musgrove commented on the item to review and solicit options for future Happy Days and asked if this would be an item that could be handled by the new Parks and Recreation employee as this item is currently listed under Parks and Assistant Public Works Director Riverblood.

City Administrator Hagen stated that this can be changed to fall under the new employee. He added that this new role will still report to Parks and Assistant Public Works Director Riverblood. He noted that the department head is generally listed as the responsible party under each item.

Parks and Assistant Public Works Director Riverblood added that this can be changed to a fourth quarter item as they are not yet in a position to evaluate how things went until the last quarter of the year.

City Administrator Hagen noted that the preliminary budget is due at the end of the third quarter.

Councilmember Woestehoff noted that parallel to the item of analyzing ground maintenance on City owned properties, he would be interested to hear engineering’s feedback on how third party contracting worked for pothole filling and if there is a potential efficiency there or not. He stated that this would be similar to how they reevaluated grass. He shared he feels like they are spending a lot of money on roads and potholes this year. He wanted to see if hiring a third party contractor to fill potholes was successful and cost effective. He stated he wanted to see the fiscal analysis behind the pothole patching as they will be running into this problem forever.

City Administrator Hagen reviewed the fourth action plan of reviewing efficiency and effectiveness of advisory boards. He noted that Staff will put together what these boards do. He stated that there was also consideration at the last meeting if they were missing anything. He noted that this discussion first came up leading into the appointment process this year. He noted that the EPB is generally short on advisory members and is now full due to a good applicant pool.

Councilmember Musgrove stated that she looked at the City Charter under Boards and Commissions and shared that there is some guidance on the different types of boards. She stated that she does not fully understand this. She asked if there could be some better understanding of what this portion of the charter directs the Council on. She noted that she does not see the need for any new boards or commissions.

City Administrator Hagen shared that he reads this as if it is listed in the Charter, they need to have them unless there is a Charter amendment.

Councilmember Musgrove explained that the Charter says that there should be no separate administrative board of health, library or any other administrative board or commission. She stated that this just gives the Council direction on some of these boards. She stated that it would be good to have a more helpful understanding on this.

Councilmember Woestehoff stated that the clarifying words are ‘administrative board’ as opposite to ‘advisory board’ which he understands that they can have all sorts of advisory boards but none can take action without the Council.

City Administrator Hagen reviewed the fifth action plan of analyzing operations. He noted that this item was mostly proposed and discussed by Councilmember Howell. He stated that this identifies and creates a strategy to eliminate inefficiencies, streamline processes and procedures for improved customer service and use of Staff time, find best prices on equipment and materials and organizational Staffing growth needs. He reviewed the sixth strategy of promoting economic growth and development. He stated that this is a carryover from the previous plan but has been updated with the more recent projects that have been taking place in the City. He noted that the City has been doing business retention visits. He added that they are hoping to improve the quality and attendance of the EDA events, which can be gauged by the Ramsey business attendance. He noted that over the past years there has been a 60%-66% and 85% attendance rate at the business expo.

Councilmember Woestehoff asked if the attendance rate is the number of businesses within the City that attended or if the expo contained that percentage of Ramsey businesses.

City Administrator Hagen said it was the percentages of Ramsey businesses at the expo. He continued by discussing the business networking breakfast. He noted the goal of 5,000 square feet of retail space and 50,000 of industrial space added each year and noted that they have been surpassing this goal.

Councilmember Musgrove asked if there was a goal for business retention visits for 2023. She stated that in the past there have been numbers and goals associated with this.

Economic Development Manager Sullivan stated that they do have a goal and this is outlined to the EDA. He stated that at a minimum they hope to hit 30 formal visits every year. He noted that they have done as many as high-40s in a year. He added that these can be hard to schedule. He said this is a big priority for him and his team and he works hard to get these scheduled. He stated that the priority this year is to meet with a lot of businesses along Highway 10 as they are going to be impacted in the next few years. He explained that if the businesses have questions about the Highway 10 project they will be able to connect them with Anoka County to get more specific answers. He stated last year's visit priorities were from the businesses that received grants from the City.

City Administrator Hagen continued by reviewing strategic infrastructure investments to prepare more shovel ready parcels, including the West Armstrong industrial area and the COR projects that have been authorized to go out for bids. He noted the new work that will be identified for the future now that the TIF legislation has passed. He reviewed the action item for the comprehensive City Code audit and update which is a carryover from past years but has been expanded. He noted that they have made good progress with the Zoning Code and they have a public hearing scheduled with the Planning Commission later in the month. He stated that after this they will go through the COR framework and subdivision regulations.

Community Development Director Hanson noted that signs and a sign ordinance will also be a part of this action item.

City Administrator Hagen reviewed the strategy of creating a positive image for residential neighborhoods, business districts, and key corridors and the action item of considering a proactive multifamily property management program and the crime free multifamily housing program. He noted that these items were separated last year as one has to do with Code Enforcement and the other with Police. He stated that in the next few months these will be finished up and this will be implemented in January 2024.

Mayor Kuzma stated that they need to have the community prepared for this and suggested putting something in the Ramsey Resident.

City Administrator Hagen stated that they can put something in the Ramsey Resident although he is not sure they are quite ready for that. He explained that one aspect of this that Community Development is looking at is how do they implement this within the City, if it will be all at once or in phases. He stated that this will be discussed with Staff and once this is finalized they can put an article in the Ramsey Resident. He reviewed the next strategy of improving the safety and mobility of transportation corridors. He noted that this is mainly a carry over with items like advancing the Ramsey gateway plan which is in process. He stated that this work will be seen this fall and will continue until the spring of 2026. He discussed the priority street light program and the pedestrian safety plan which is an ongoing item that will be looked at with all future road projects.

Councilmember Woestehoff asked if the pedestrian safety plan was a new thing or if it has been around for a while.

City Engineer/Public Works Director Westby explained that the pedestrian safety plan is not a formal plan, it is just to address pedestrian safety as the City moves through projects.

City Administrator Hagen moved on to the strategy of connecting the community through parks, trails, and recreational programming with action items to complete parks capital improvements which looks at having adequate parks, trails and public spaces currently and in the future. He stated that this will be slightly adjusted as parks is moved to the top strategy. He shared that he looks at this as understanding the funding sources and having a realistic plan of what they can do and if they want to do more, than additional funding needs to be identified. He noted that it has been discussed that there are many playgrounds in the replacement plan and how many can get done within a year. He stated that two were done last year. He discussed continuing to provide unique recreation destinations. He moved on to discuss the action item of connecting the trail system. He noted the need to identify and be aware of trail system deficiencies which is something that the Public Works Committee has discussed. He discussed providing community recreational programming and the goal to increase the awareness of the opportunities by advertising in the newsletter and social media to grow these programs. He noted that a key indicator would be to maintain the existing programming levels while reviewing the cost benefit of these opportunities. He explained that this would concern the City having opportunities that are already available through a private entity. He discussed securing a Ramsey ZIP code and they will get aggressive on this item in 2026 to make the next step. He stated that when they get closer to 2026 they will get more information from USPS on what they are really looking for.

Councilmember Riley stated that the response from USPS is different from the response that they presented a few years ago when they were in front of them at a meeting. He shared that USPS asked them to continue to give them updates. He stated that they also request that cities do not go through their US Congressman; however, that seems like it would be effective.

City Administrator Hagen noted that this item will stay on the strategic plan. He discussed supporting and recognizing community volunteers and how they could make a 'Volunteer of the Month Award' and continue to work with businesses and recognize the businesses and residents as they help clean up the community. He also shared the idea of inviting outside groups to lead the Pledge of Allegiance at Council meetings.

Councilmember Musgrove suggested there be a volunteer recognition award that can be given out as things happen rather than having a volunteer of the month. She stated that this could be given out to the businesses when they take on a clean-up effort or a resident who volunteers rather than having to find someone every month.

Mayor Kuzma agreed.

City Administrator Hagen reviewed the strategy of enhancing the City's communication through transparency and accountability and noted the action items of proactive and time relevant communication which can be accomplished by determining the best and most effective way to

communicate with the residents and how they are making sure to talk to new residents and businesses. He stated that they were doing quarterly communications updates with Council but they have not done one in a while. He asked how often Council would like to see these updates. He noted that communication efforts have grown substantially in the past year.

Councilmember Musgrove shared her thoughts that these updates are not needed as often and that they have implemented some things that helped with developing communication so she thinks that bi-annual or annual updates, or if something new comes up, will work.

City Administrator Hagen stated that they can be as needed. He asked if they would like to just have a report.

Mayor Kuzma stated that he would at least like to see updates bi-annually.

Councilmember Musgrove commented that the new format that was laid out is more appealing, easy to read and is nicely done.

City Administrator Hagen continued by discussing the action item of analyzing City policies. He noted that work sessions have been filling up with other items that are outside asks. He stated that they will continue to chip away at these City policies and will get them out to the public as they work through them. He added that there is a web page draft started. He stated that he added conducting a community survey as a bi-annual action plan. He noted that it has been a while since one has been done and they will budget for this next year.

Mayor Kuzma stated that these surveys are very helpful and lets the Council know how they are doing.

City Administrator Hagen reviewed the last strategy of improving and sustaining high organizational morale. He discussed the action items of establishing employee events to strengthen relationships. He noted these events would have low budget impacts with things like the annual Employee Recognition event, ice cream social with the City administrator, wellness related programs and monthly birthday events. He added the importance of communication with employees about City business as this is something that came out of the Staff survey.

Councilmember Riley asked why they would allow for an opt-out of this.

City Administrator Hagen noted that as part of the feedback, Staff did not want too many emails. He said that they can create this internal update and it can be put out there for whoever wants to sign up for it.

Police Chief Katers noted that for his officers, it is difficult for them to get a lot of emails that do not pertain to them and when they get overwhelmed with emails they do not read any of them. He suggested the option of telling everyone where to get the information if they want the information. He stated that the needs of employees in all of the departments are very different.

Councilmember Musgrove stated that she likes the opt-out option as this is what she gathered from the employee survey. She noted that they do still have a place where they can go and find the information themselves. She asked what the anticipated frequency is that this information would go out. She stated that the more emails that are sent out the less likely they are to be read.

City Administrator Hagen shared his early thoughts that these updates would follow Council meetings and that this would be similar to the Council update. He agreed that with too many emails people will not read them. He added that these emails will take time to put together so they do not want to spend a few hours a week putting together this information.

Councilmember Olson asked if the opt-out is more of an opt-in where people sign up for these updates. He stated that concise information is best for these communications as people will likely not take the time to read something that is very long. He suggested giving every Staff member a folder to have on the desktop that would have links to anything that they may want to look at.

City Administrator Hagen stated that it is a good idea. He added that they can track how many people are signing up for the weekly updates. He stated that they would be able to gauge how many people are utilizing it to know if it is a good use of Staff time. He agreed with the concise information. He discussed conducting the employee survey which is something that is done regularly. He noted that the results of the survey are being worked through right now. He added that a smaller group of Staff is meeting to discuss what they can do to respond to the comments and the ratings from the survey. He stated that they will focus on the categories that were below 70% and looking at what categories scored high to help understand what is being done well. He added another item under this strategy is looking at safety improvements to the facilities. He asked if this is something that the Council would like to look at. He gave the example of changing the entry of the meeting rooms so that people have to scan in during the day which slows people down and prevents people from getting into a meeting room.

Councilmember Woestehoff asked for more clarification of this and if it is for more for physical security.

City Administrator Hagen stated that this is more for physical security. He noted that they have to stay up to date on OSHA and they have an annual safety training. He stated that they may implement more ergonomics as a result of the survey. He added that these things are more for physical safety and noted that if someone comes into finance and utility billing and get upset they are steps away from all of Staff. He suggested making changes to the upstairs of City Hall to reflect Community Development.

Finance Director Lasher noted that last week one of the Staff members upstairs had someone come in the gate and came into her office.

Councilmember Musgrove asked if they are being asked to assess these things and determine the need. She asked if this would be something that is discussed at a safety committee and then comes to the Council with recommendations or if it needs to be on the strategic plan.

City Administrator Hagen stated that he put this on the strategic plan since they started down the process of looking at costs for these things and received quotes that were high. He acknowledged that this is not something that would happen overnight but this would at least show Staff that they are working towards it.

Councilmember Woestehoff asked if this deals more with a space utilization and planning scenario and safety would just be one of the benefits.

City Administrator Hagen stated that this was a fair point.

Councilmember Specht shared that he has seen comments lately on how they can utilize other areas. He asked if this is an ongoing thing on how to utilize space that the City is not using.

City Administrator Hagen stated that they are using pretty much all of the available space. He noted that there may be a cubical or a desk that is not being used.

Councilmember Musgrove asked if there could be two areas redone or if these two areas could have one community access space.

City Administrator Hagen stated that when he looks at this they could fill in a little bit of a gap and add windows to have one window in front of administration and finance and one in front of engineering. He stated that the downstairs is set up nicely but the upstairs is not as nice. He moved on to discuss the items that did not fall under action plan items and were not discussed at the last session due to time. He stated that one of these items was to reward one item as the best process, idea or personnel cost saving that occurred in the prior year and communicate these accomplishments to the public. He added that this falls in line with how they identify the operational efficiencies at Public Works.

Councilmember Riley said he likes this.

City Administrator Hagen shared the idea of bringing Waterfowl for Warriors to Ramsey which is currently a program that is active in a neighboring community. He stated that this may not fall under any one action item or if it is something that the City would generally support.

Councilmember Musgrove shared that this was something that she was introduced to and went and observed. She stated that it is super cool and has already been growing and Anoka is going to do this as a part of their Parks and Recreation offerings.

Parks and Assistant Public Works Director Riverblood stated that he had hoped that the Recreation Specialist could be a primary organizer of this. He shared that this program would take place in September into October and they have gotten permission from Anoka County Parks to use the Mississippi West site if they are ready to go with this program and that Anoka would take more of the organizational and leadership role. He stated that they will do the sign ups and if there are more people that they can accommodate at other sites they would then reach out to the City to see if they can pull together the resources to conduct one of the hunts in Ramsey. He noted that the volunteers that would work with these groups would have to get up at about 2:30 a.m. to volunteer.

Councilmember Musgrove noted that when she went there were a lot of volunteers that were excited to be a part of the event. She added that there were also a lot of participants which is why they wanted to reach out and see if there were other areas that could hold the event as they had a waiting list. She stated that it was her understanding that they had all of the equipment and received a grant for this. She said that this does not necessarily need to be on the strategic plan.

Parks and Assistant Public Works Director Riverblood stated that this can be tracked without a formal strategic plan item. He noted that there will be more hours and effort that would go into this beyond the volunteers. He stated that he is a little concerned with the time.

City Administrator Hagen discussed fire hydrant and storm drain sponsors. He stated that this item could fall under recognizing volunteer efforts. He noted that this does not need to be on the strategic plan unless there is a desire for it to be formally identified.

Councilmember Musgrove shared that with being on the Lower Rum River they talk a lot about storm drains and there are also a lot of fire hydrants in the City. She suggested allowing residents to adopt a fire hydrant. She noted that the Fire Chief and a Fire Captain have been working on trying to organize something for the fire hydrants.

Fire Chief Kohners stated that one of the Fire Captains is working on an ‘Adopt a Hydrant’ program and is reaching out to other communities to take a look at how they have gone about this to enhance their community outreach. He stated that they are moving forward with this; however, it does not need to be in the strategic plan.

Councilmember Musgrove agreed since it is already being worked on.

City Administrator Hagen discussed the next item of utilizing neighboring city's events to promote local businesses, such as sidewalk sales for businesses along Highway 47 during Anoka River Fest.

Councilmember Musgrove stated that she brought this item up as there are a lot of businesses along Highway 47 that sometimes get missed in planning and thoughts. She stated that there is a lot of traffic during Anoka River Fest and she wonders if some of the businesses in this area would want to capture some of this traffic from the event.

Mayor Kuzma stated that it would be hard to capture this.

Councilmember Musgrove stated that this year may not be a good year to start this. She stated that the businesses on Highway 47 are in her ward and she sees them often and wants to see if there is a way to capture and support these businesses.

City Administrator Hagen suggested an annual sidewalk sale like the annual garage sale. He stated that this does not necessarily fall on the plan but it will be kept in mind moving forward to be supportive of businesses. He discussed implementing QR codes in printed materials for development information. He stated that Monticello does this to help direct people towards the

City website for information on public and private development. He added that the City does use QR codes but they have not implemented them for development updates yet.

Mayor Kuzma suggested also adding QR codes in the trails system for maps.

Councilmember Specht stated that he likes this idea. He suggested having QR codes at the parks that can direct someone to the history of the park on the website. He stated that this does not need to be a part of the strategic plan but it could fall under communication.

City Administrator Hagen discussed the next item of implementing policy striving for less regulation of residents. He stated that they should keep this in mind as part of the overall policy. He discussed implementing a beginning percentage increase to the general fund levy increase excluding pavement management, EDA, and debt service.

Councilmember Howell stated that starting with a lower percentage is a good idea.

Councilmember Riley stated that he does not like when they start with a wish list that clearly includes a lot of things that they do not expect to ever include in a budget. He would like to at least start with a realistic budget. He added that he has pushed for years to tie the budget to some inflation adjusted number.

Councilmember Musgrove stated that she likes the idea. She asked if it would have to be done the year after it was tied to new housing as it takes a while for new houses to come onto the tax roll.

Councilmember Riley agreed that this could work.

Mayor Kuzma stated that they can look at a beginning percentage; however; once they go through and figure out what the actual needs are this would dictate the rate they come in at. He stated that when they go through budgets year after year there are not a lot of items that can be removed. He added that Staff has always done a great job cutting as much as they can.

Councilmember Specht said that he would like to see more of a consensus on this where they are not such a split Council on the budget. He stated that he agrees that there are a lot of needs in the budget.

Councilmember Howell agreed with Councilmember Riley and shared she would be in support of moving forward with something like that.

City Administrator Hagen stated that the first draft of the budget is pretty well complete for this year. He noted that they could better identify the needs and the wants. He said that there is not a lot of time to get the budget reworked. He noted that they can talk about this and figure it out before next year's budget.

Mayor Kuzma stated that he thinks the Staff needs to put together their first draft of the budget so that they can see where they are coming at this.

Councilmember Riley suggested just being mindful of how they would like to do this differently moving forward. He acknowledged that they are too far along to implement a new budgetary procedure now, but as they are going through this together they would be mindful of how they would want to do this next year.

Councilmember Specht added that they could try to find something that they could tie this to that would make sense for the percentage.

Finance Director Lund asked how they are looking at the budget and stated that there are a few CIP projects in the budget that total over \$900,000. She stated that there are already contracts in place and noted that there are a lot of steps in these items. She stated that Police Officers are going from 54 holiday hours to 104 hours. She said that all of these things add up very quickly so if they are capped at a certain percent it would not be doable with what has already been approved.

Councilmember Riley noted that seeing what they have already committed to and what is the additional ask will help frame their discussions.

Finance Director Lund noted that with the patching coming in to play this year more funds have already been committed. She said that there will be an increase just to stay on for improvements. She added that there are a lot of large ticket items out there that add up very quickly in regard to the general fund.

City Administrator Hagen stated that they will work through this and breakdown what has already been approved and what items are high priority.

Mayor Kuzma stated that he had another resident yell at him about potholes today.

City Administrator Hagen asked if anything is missing from the plan or if Council was happy with where the plan is. He asked if they want to see this at another work session or if it can just go on a consent agenda at a regular Council meeting.

Mayor Kuzma stated that this has been pared down to a reasonable and achievable task from where they have been in the last few years. He added that there is a lot more in this plan than there has been in the past. He stated that he is comfortable with the plan.

Councilmember Musgrove stated that she would like to see this at another work session just to see all of the new things added together. She noted that they would not need to have a lot of discussion on this, she would just like to see the complete plan before it goes to consent. She shared that she agrees with Mayor Kuzma especially now that they are six months into the year that there is a sufficient amount of items to work with. She mentioned that one of the values is 'treating people with respect and fairness' and asked about changing the word 'treating' to 'serving.' She explained that as a customer service industry, she thinks 'serving' is more fitting.

Councilmember Howell agreed with changing the word to 'serving.'

Mayor Kuzma stated that this will be brought back to another work session as a recap to show all of the changes.

3. ADJOURNMENT

The Special Work Session of the City Council was adjourned at 7:14 p.m.

Respectfully submitted,

Brian S. Hagen
City Administrator

ATTEST:

Katie M. Schmidt
City Clerk

Drafted by Ava Rokosz
TimeSaver Off Site Secretarial, Inc.