

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

The Ramsey City Council conducted a City Council Special Work Session on Tuesday, April 1, 2025, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present: Mayor Ryan Heineman  
Councilmember Kirsten Buscher  
Councilmember Michael Olson  
Councilmember Eric Peters  
Councilmember Chris Riley  
Councilmember Dan Specht  
Councilmember Shanna Stewart

Also Present: City Administrator Brian Hagen  
City Engineer/Public Works Director Bruce Westby  
Fire Chief Matt Kohner  
Parks and Assistant Public Works Director Mark Riverblood  
Planning Manager Todd Larson  
Administrative Services Director Colleen Lasher  
Economic Development Manager Sean Sullivan  
Community Development Director Stephanie Hanson  
Police Captain Tim Frankfurth

**1. CALL TO ORDER**

Mayor Heineman called the City Council Work Session to order at 5:30 p.m.

**2. TOPICS FOR DISCUSSION**

**2.01: 2025 Strategic Planning Session**

City Administrator Hagen reviewed the Staff report in regard to the 2025 Strategic Planning by discussing the values, vision, mission, objectives, and strategies within the plan. He reviewed the 2024 Strategic Plan and discussed where they are with each action item.

Councilmember Buscher asked if they would be able to continue sending the Staff survey every two years rather than every three years. She asked if they are doing exit surveys when an employee leaves to help with recruitment and retention strategies.

City Administrator Hagen said they do conduct an exit survey.

Administrative Services Director Lasher explained that the Labor Management Committee has discussed conducting voluntary stay surveys for existing employees to share what they think is

going well and what changes they would like to see. She added that the Labor Management Committee also discusses the full Staff surveys annually to determine how often a survey is needed. She said they have received feedback that a survey every two years was too often.

Councilmember Specht asked if the City Hall landscaping improvements are still on the docket for the future.

City Administrator Hagen shared that they are still reviewing options for this as it has presented itself as being a much bigger project than first thought. He noted they did a repair project that they should be able to get at least five years out of while they continue to save and plan for the bigger project.

Councilmember Riley noted that a lot of the action items for 2024 seem to be coming off for 2025. He asked for a report of why each item was being removed.

City Administrator Hagen said he can bring back a detailed report at their next Strategic Planning session.

Mayor Heineman asked about the trends towards native prairie grass over mowed turf in parks. He noted this was talked about when he was last on the Council.

Parks and Assistant Public Works Director Riverblood explained that they had been mowing large areas of Rivers Bend Park and these areas were not getting any use. He said they added wildflowers in this area to reduce the amount of time they spent mowing. He added that they received funding from the Anoka Conservation District to pay for this. He noted they have seen people enjoying this new greenery and it has brought new value to the park. He shared that other parks have sandy areas that are currently underutilized that could benefit from this kind of planting. He said they are currently looking for funding for this at other parks. He explained that there is a resident who lives north of Central Park who has been requesting a playground in their area. He stated they are currently investing in a playground replacement at Center Park and it would not be efficient to add a playground so close to Central Park. He said they are trying to reduce programming every park space to help reduce maintenance costs and needs.

Mayor Heineman stated Titterud Park has soccer and baseball fields that are wildly overgrown and an eyesore. He asked if they would be looking into prairie grass in these areas.

Parks and Assistant Public Works Director Riverblood noted that this site is currently being looked at for a radio control toy park.

Economic Development Manager Sullivan added that there is someone who is interested in this area and has been for a few years and hopes the City will work with him.

Councilmember Stewart said she is not familiar with the current trail maintenance policy. She asked if they have a map for trail maintenance online similar to what they have for streets.

City Administrator Hagen stated the map is available on the City website.

Parks and Assistant Public Works Director Riverblood added that they also have a draft trail maintenance map with years proposed similar to how they do the roads. He shared that they have \$130,000 a year that is applied towards trail maintenance through the trail maintenance policy. He explained that there will be a number of trail overlay projects in the downtown area of the City that they will be included in bids for the road projects.

Councilmember Stewart asked what overlay projects include.

Parks and Assistant Public Works Director Riverblood explained that the trail maintenance policy calls how overlays are done and why they are done. He said the west half of The Draw will be a mill and overlay where they will pick up the existing bituminous and reapply it with new pavement. He said the east half will just be an overlay due to its condition.

Councilmember Stewart noted that there are a few areas of trails throughout the City that have roots that are growing underneath and taking over the trails. She said she knows residents in her ward that have expressed concerns with trails that are being overtaken by roots and she asked when these will be taken care of.

Parks and Assistant Public Works Director Riverblood shared that they did full mill and overlays of some trails by Ramsey Elementary a few years ago due to cottonwood roots coming through the trail. He added that they addressed other trails last year off of Sunwood with root issues. He said they are moving around the City working on these impacted trails.

Councilmember Stewart asked for a copy of the trail maintenance list so she can share this with the concerned residents.

Administrative Services Director Lasher asked if residents are able to report issues with trails in the City in the same way that they can for streets.

Parks and Assistant Public Works Director Riverblood said they could look into adding this to the website. He explained that residents may have different expectations of what trail surfaces should look like. He said they have a resident who expresses concerns with cracks in the pavement while this does not impact the use or safety of the trail.

City Engineer/Public Works Director Westby noted that residents can currently report issues with trails or parks on the City website.

Councilmember Buscher asked if they have a map that shows which trails are supposed to be maintained by a neighborhood or housing development rather than the City.

Parks and Assistant Public Works Director Riverblood shared that he is not aware of any trails that are owned by neighborhoods or homeowners associations; however, there are some sidewalks that are maintained by neighborhoods. He noted that there is County parkland that borders the Mississippi River that has City trail connections where there is a shared jurisdiction. He said they will be doing a mill and overlay in this area in connection with the County project. He added that

the trail maintenance plan will only be able to project out a few years in the future as the conditions of the trails are heavily determined by environmental factors.

City Administrator Hagen asked the Council if they were supportive of the values, vision, mission, objectives, and strategies.

The Council was supportive of the values, vision, mission, objectives, and strategies.

City Administrator Hagen asked the Council what they think is currently working well in the City.

Councilmember Specht noted that there seems to be less Staff turnover than previous years and Staff morale seems to be up.

Administrative Services Director Lasher noted that they were at 75% for the last Staff survey on the question about recommending working for Ramsey to a friend or family member.

Mayor Heineman stated that contract negotiations seemed to be a big factor for this.

Councilmember Riley said the street reconstruction program has been working well.

Mayor Heineman added that he thinks they have been doing a great job with connecting with residents and sending the Council highlights at the end of every meeting.

Councilmember Buscher stated the parks, their events, and other City events are going well and they seem to have a lot of activity in the parks and engagement with the events.

Councilmember Specht noted the park improvement plan is also going well.

Mayor Heineman noted the City's economic growth with all of the new businesses including, Aldi, Chipotle, Starbucks, and others. He said he thinks they are trending in the right direction.

Councilmember Riley shared that the Highway 10 reconstruction with the County has gone well.

Councilmember Buscher stated the Fire Department does a great job with recruiting and retention.

Councilmember Specht said the COR development has been going well. He added that Police Chief Bluml has done a great job at transitioning into his role.

Councilmember Riley added that the City's business events have been successful and done well.

Councilmember Peters mentioned that it was great that they have been able to clean up many areas of City Code.

Administrative Services Director Lasher shared that there has been an improvement to interdepartmental relationships with Staff.

Councilmember Specht noted the water treatment facility has been great.

Economic Development Manager Sullivan shared that he has heard a lot of positive feedback on the communication with businesses along Highway 10 since switching to their new engineer, Bolton & Menk.

Administrative Service Director Lasher added that updating the personnel policy has been very positive.

City Administrator Hagen shared his appreciation for Council and Commission members who prepare for meetings ahead of time which saves Staff time during the meetings.

Mayor Heineman said this speaks to how well the packets are prepared by Staff ahead of meetings. He noted that sometimes the presentation given at meetings has different information than what is in the packet. He asked why this is.

City Administrator Hagen explained that sometimes the presentations are not finalized until after the Staff packet has been published or they were waiting on extra information from developers.

Mayor Heineman asked if they upload these presentations after the fact along with the meeting minutes.

City Administrator Hagen said no and explained that they are available as part of the meeting recording on QCTV.

Planning Manager Larson stated the twinkle lights that were on over the winter looked amazing.

Councilmember Buscher expressed her appreciation for Staff and how they collaborate with each other and with the Council. She noted their guidance, and expertise helps her in her decision-making. She said they are all a very cohesive team.

City Administrator Hagen asked the Council what they think is currently not working well in the City.

Councilmember Specht shared that he has been receiving feedback from residents about the recent high tax increases.

Administrative Services Director Lasher noted that they are an actively growing City and currently have a lot of old ways of doing things. She suggested they look into these things and be open to changes as they move forward since there have been so many changes in the City over the past few years.

Mayor Heineman noted that having a high retention rate for Staff is great; however, it can lead to continuing to do things in an old way rather than new ideas.

Councilmember Buscher said they can improve on fitting more things into the budget that are requests from public safety departments. She shared that she thinks if the Fire or Police Departments are requesting funding for something related to public safety, the Council needs to find a way to fit this into the budget.

Councilmember Riley noted that the cost of replacing fire trucks is not working well.

Councilmember Buscher suggested separating the Fire and Police Department's outreach on social media.

Fire Chief Kohner shared that they send in what they want posted to Staff and they put it out on social media.

City Administrator Hagen explained that having so many different pages would require a lot of Staff time and it has not made sense in the past to split accounts so each department has their own.

Councilmember Riley stated he still hears from residents about how bad of a shape the roads are in. He noted that while they have done a lot with the street improvements, the residents' perception is their reality.

Councilmember Specht said he would like them to focus on getting to paving gravel roads this year.

Mayor Heineman circled back to what is working well and noted that public safety does a great job with communicating about incidents that have occurred in the City.

Councilmember Specht shared that he thinks they need to focus on the old Town Hall building.

Councilmember Buscher stated the Dayton bridge is not going well as they have not seen any recent movement.

Economic Development Manager Sullivan said the transition to Accela has not gone well. He noted that it is taking much longer than expected to integrate this new system.

City Administrator Hagen noted that this is a result of Ramsey partnering with a lot of communities in Logis and it has not been successful.

Councilmember Specht said they need to find a different company that they can partner with to do this; however, they may be stuck in this contract.

Mayor Heineman asked what Staff uses for internal communication.

Administrative Services Director Lasher said they just use email.

Mayor Heineman asked if this is something they would like to see improved. He noted that having a chat space can be very beneficial.

Planning Manager Larson said there has been inconsistent direction from Council on code enforcement measures.

Community Development Director Hanson suggested they may want to implement a code enforcement policy that outlines how they enforce certain issues to create that consistency.

Planning Manager Larson explained that Councilmembers certainly want to help their residents; however, they also have a role in being the appeal board. He noted that if a Councilmember gets too involved with a resident's issue, this could make things messy.

Councilmember Buscher agreed and noted that Council can sometimes overstep their roles on Staff. She said she wants to ensure that Council is working towards both resident and Staff satisfaction. She asked if they are still having issues finding volunteers for City events.

Parks and Assistant Public Works Director Riverblood said yes. He added that sometimes, working with volunteers requires an increase in Staff time. He noted that in previous Strategic Plans they had called out wanting to do a better job at recognizing volunteers. He stated he agrees with this; however, sometimes volunteers do not want to be recognized.

Mayor Heineman noted that recognition could be used as a recruitment tool.

Councilmember Stewart asked what was on the not working well list last year that has dropped off.

City Administrator Hagen explained that the delivery times for new vehicles was on last year's list; however, this has improved. He said it is not as quick as it has been, but it is quicker than it was the past few years. He noted that delivery times are still slow so they have shifted their focus to looking farther in advance at vehicle needs to make sure they will be delivered when they are needed. He added that they have also made great progress on their staffing levels.

Councilmember Buscher asked about the item from last year on improving communication on new business prospects.

Economic Development Manager Sullivan shared that they discussed this and explained that sometimes they cannot share things with Council right away from a confidentiality perspective. He noted that when they put things out there too early and they do not come to fruition, it does not look good on the City. He said he deals with a lot of prospects that are not to the point where they are buying City land or considering a site plan. He noted they are trying to do better at not turning away projects too prematurely before trying to figure out if the project would even work.

Councilmember Specht said he does think this has gotten better since last year. He added that he wanted to make sure they are not turning away projects prematurely before discussing with Council or trying to make them fit in the City.

Councilmember Riley noted that this year they have continually had extra time at Work Sessions due to Staff bringing smaller sections for the Council to discuss so they ensure there is adequate time to review.

Mayor Heineman asked what the City is not doing that they should be doing.

Community Development Director Hanson shared that there is a lack of encouragement for businesses to hook up to municipal services where it is available.

Mayor Heineman asked if the fees for these services are what is standing in the way of these businesses hooking up to service.

Community Development Director Hanson said yes.

Mayor Heineman asked if they should look at some kind of waiver for these fees if the connection would be mutually beneficial.

Planning Manager Larson noted that they have lateral fees that only apply at times and can be a large cost.

Economic Development Manager Sullivan explained that there will be a lot of properties on Highway 10 that may be in need of these services soon. He noted that it comes down to development efficiency. He suggested providing some kind of discount or incentive to these businesses to hook up to the City's systems. He said there are dollars that they can use through their HRA for the redevelopment of buildings to help develop some kind of program for this.

Councilmember Specht agreed with this idea.

Community Development Director Hanson added that she knows of businesses that would like to have City sewer and water; however, it is currently cost-prohibitive to do so.

City Administrator Hagen noted that the City does not currently have asset management software outside of an Excel sheet.

Mayor Heineman stated asset management software is not that expensive. He asked if the current system is working.

City Administrator Hagen said this would likely boil down to the budget impacts that this software would have.

Parks and Assistant Public Works Director Riverblood added that this has been on the Public Works Committee future topics calendar for years.

Mayor Heineman noted that with asset management software, they would need to make sure they are keeping the information up to date.

City Engineer/Public Works Director Westby shared that when he first started with the City in 2013, they did not have the kind of data that would be needed for this software. He said they now have a good data repository and if they had an asset management software they would have the data to put in to make this software worth it.

Community Development Director Hanson asked if they could also use this software for IT management.

Mayor Heineman said yes.

Community Development Director Hanson noted that it seems like each department currently has their own asset management processes; however, none of them are the same or connected.

Planning Manager Larson noted that they do not currently have a dedicated GIS person.

Councilmember Specht asked how this would be utilized in the City.

City Administrator Hagen said there would be a great benefit to having a GIS person for platting, road maintenance, and stormwater ponds. He stated this is currently being managed through Logis.

Councilmember Buscher asked if Staff has any staffing requests or areas that need help.

City Administrator Hagen explained that they have gotten staffing levels caught back up over the last few years and the current focus is to make sure they don't fall behind again.

Administrative Services Director Lasher shared that it would be very beneficial to have a small budget for employee wellness or incentives. She noted that everything offered as employee wellness is free other than the Staff time involved. She said it would be nice to have a small budget for wellness competitions or water bottles for every department. She said these kinds of efforts can help reduce their insurance premiums.

Mayor Heineman agreed with this.

Administrative Services Director Lasher noted that they need better video surveillance on the second floor of City Hall and at Central Park.

Councilmember Buscher asked if there are concerns at Central Park.

Administrative Services Director Lasher said there is currently no video surveillance system at the ice rink or the warming house. She stated there is a remote system that can travel to designated problem areas; however, it is not a dedicated, backed-up camera system. She shared that there have been a few instances of property damage and destruction.

Planning Manager Larson said they will have money coming their way from the Metro Area Sales and Use Tax for Housing program that they currently do not have a plan for using.

Mayor Heineman asked if they should have a plan in place before receiving these dollars.

Economic Development Manager Sullivan stated they have already received some of these dollars but they have a few years to spend them. He asked the County to put together a list of what they can and cannot use these dollars for.

Councilmember Specht shared that he would like them to look into some kind of internal messaging and communication system.

Councilmember Peters noted that they are asking people to give three-month notices when they are leaving and asked if they would be able to start the hiring process for the backfill of this position during that notice period.

City Administrator Hagen said this is their goal. He noted that the three-month notice request is mainly for people who are looking to retire.

Mayor Heineman asked what the City is currently doing that they should not be doing.

Councilmember Riley stated it would be a terrible mistake to not continue to talk about the long-term CIP.

Mayor Heineman noted that an item on last year's list was data requests. He asked for more information on what these requests were.

Administrative Services Director Lasher explained that this mainly had to do with internal data requests that were very time-consuming. She shared there was a request to know which Staff member called a certain phone number for a resident and they spent a long time digging through phone records to figure this out.

Councilmember Olson asked if this has improved since last year's discussion.

Administrative Services Director Lasher said yes.

City Administrator Hagen shared that they are currently changing rules without them being in place long enough to see how they are actually working.

Councilmember Specht added that there was a low turnout at Staff appreciation events and would like to see these revamped.

## **RECESS AND RECONVENE**

The Council took a 10-minute break.

### **2.01: 2025 Strategic Planning Session (continued)**

City Administrator Hagen discussed the impacts that they see over the next five years.

Mayor Heineman asked about the status of the Waterfront.

City Administrator Hagen said they are working on finalizing the plans and finding a funding source for this project.

Economic Development Manager Sullivan noted that dispensaries and adult-use cannabis sales will have an impact on the City in the next few years.

City Engineer/Public Works Director Westby added that the Comprehensive Plan will have an impact as it is very intense in terms of community engagement.

Community Development Director Hanson said staffing will also be impacted as they are a growing community and things are always changing.

Mayor Heineman asked if the City will be classified differently when they hit 30,000 residents.

Economic Development Manager Sullivan noted that it is not really a different classification, but rather it will help drive retail in the City.

Mayor Heineman said the Mississippi Bridge will have an impact over the next few years as they begin studies and looking for funding sources.

Councilmember Specht shared that the COR development will also have an impact in the coming years.

Economic Development Manager Sullivan added that traffic has already been impacted by this COR development and it will continue as the development continues.

Councilmember Peters said the tariffs could have an impact on equipment and materials costs. He suggested that when they go out for bids or quotes, they should be asking if there are any tariff implications for the products they are purchasing.

Councilmember Specht noted that State and Federal decisions will have an impact on the City including any zoning requirement changes.

Councilmember Buscher added that this could be inclusive of funding that they had gotten in the past from the State or Federal government that they may no longer be getting.

Planning Manager Larson asked if the school districts are doing any more building.

City Administrator Hagen said he does not believe the Anoka-Hennepin School District is planning any building, and if they did, they would likely look at Dayton.

Economic Development Manager Sullivan shared that the daycare tax exemption status is still going to be very widely used as more and more daycares are being built. He added that they have made changes to the homestead exemption causing the burden of taxes to be shifted from

residential properties to commercial properties. He said there are more businesses than ever petitioning the court on these taxes.

Mayor Heineman asked if they are only seeing these petitions from commercial properties or if they are also seeing it from residential properties.

Economic Development Manager Sullivan said he has never seen a residential tax petition. He noted that it is getting harder to be a business as the tax system is currently not in the favor of businesses. He stated he does not know what this will mean for businesses in the City or the State.

Planning Manager Larson asked what the rest of the Highway 10 project up to Hwy 169/101 will look like and if it will be done in the next five years.

City Administrator Hagen said it could be done by the end of the five-year mark.

Councilmember Stewart asked about the impact of the water treatment plant onboarding and its impact on water quality.

City Administrator Hagen explained that when they turn the water treatment plant online it will stir the system up and there will be a temporary impact to the water supply for a short period of time.

City Engineer/Public Works Director Westby noted that the water will be safe to drink during this time but the water will look a little dirty. He said they are working on messaging to send to residents to explain the situation. He stated they are still months away from this and would want to send the messaging closer to the time of impact.

City Administrator Hagen said they would be putting an article in the newsletter and would be posting on social media to get the word out to residents.

Mayor Heineman added that this is an inevitable byproduct of switching over the water system. He said residents may be upset by this; however, there is nothing they can do to change it. He noted they can do a study to ensure the safety of the water and communicate this to the residents.

City Engineer/Public Works Director Westby explained that they could run some of the dirty water to waste rather than into the distribution system to alleviate the impacts.

Mayor Heineman asked what opportunities the City will have over the next five years.

Councilmember Specht said they have opportunities for efficiencies and process improvements.

Mayor Heineman added that there will be opportunities for COR development.

Councilmember Riley said there is an opportunity to improve and continue to shape City identity.

Economic Development Manager Sullivan stated a lot of this will have to do with the development of RALF properties along Highway 10. He noted that the Council has had a hands-off approach for code enforcement along Highway 10 because they knew the struggles and uncertainty they would go through. He said Highway 10 is the front door to the City and now they have made a huge investment in it and this will largely be the City's identity. He added that they have an opportunity in TIF District 14 with their ability to incentivize deals and pay for new infrastructure which will sunset in November of 2026.

Mayor Heineman asked if a part of this area is already carved away for something.

Economic Development Manager Sullivan said yes.

Councilmember Peters asked if there just has to be a purchase order by the sunset date or if the project has to have already begun.

Economic Development Manager Sullivan said they would need to have TIF agreements already in place or improvements already in place and invoiced.

City Administrator Hagen explained that Staff could come back with a COR TIF 14 development strategy to discuss with the Council.

Economic Development Manager Sullivan noted that they have an opportunity to go after some grant funding now for the old Town Hall building. He added that there would also be a huge opportunity with the Anoka-Ramsey Athletic Association if this moves forward.

Councilmember Buscher stated there is an opportunity for a Community Center.

Councilmember Peters said there is an opportunity for more medical facilities and resources.

Mayor Heineman asked if the Council had any additions, deletions, or amendments to the Strategic Plan action items.

City Administrator Hagen reviewed the current action items, goals, and strategies.

Councilmember Specht said he would like to find regulations that are not needed or could be eliminated to make things more efficient. He added that he would also like to see if any of these measures could be cost-saving.

Mayor Heineman shared that a strategy for this could be to find creative ways to save money and reduce redundancies.

Councilmember Specht added that he would also like the City to advertise what they have done to be more efficient and save money. He noted that he also likes the idea of having a small employee wellness budget. He said this would be a small investment that could make a big impact on Staff.

Administrative Services Director Lasher shared that they offer popcorn to Staff and it is well enjoyed and popular.

Councilmember Riley said he would like them to continue working towards getting a zip code for Ramsey. He added that he would also like them to think of a tagline for the City for signs and to strengthen the City's identity. He stated they were told that a Ramsey zip code would be reconsidered in 2026 and he would like them to start preparations now to get ahead of this and show their dedication to the matter.

City Administrator Hagen explained that he spoke with someone at USPS last year about what kind of metrics they have and he was told they do not have any. He said they can get more aggressive with this request this year.

Mayor Heineman asked who at USPS would make this call.

City Administrator Hagen said it would be the Postmaster General of Minnesota. He added that if they made a formal request for a zip code and it is denied then they would have to wait another 10 years to apply again.

Councilmember Riley reiterated they start planning and preparing to make their request now.

Councilmember Buscher noted that they are already implementing QR codes, connecting trail systems, and providing recreational programming and would like to see these things continue. She added that they can continue to look into and improve upon workplace safety and communication.

Councilmember Specht suggested that they try to tie the action item of continuing business retention and expansion efforts for retail and industrial in with getting businesses onto the municipal water and sewer systems.

City Administrator Hagen said they will bring back more information on what a program could look like to encourage more businesses to get on the municipal systems. He asked the Council to continue to think through other strategies or ideas to discuss at their next Strategic Planning Session.

Councilmember Riley asked if they wanted to add The Waterfront on the Strategic Plan so they find the answers they need instead of continuing to push this down the road.

Mayor Heineman stated he thinks they are currently losing out by not having a location like The Waterfront in the City. He noted that he would even like to consider a beach in this area that they would charge non-residents to use in order to bring in revenue. He said he thinks this is an investment that will pay for itself.

Councilmember Buscher added that they could look into doing something like this somewhere else if their plans would be too big at the current location.

Mayor Heineman said he thinks there is plenty of space in this area.

Parks and Assistant Public Works Director Riverblood noted that they would not want to compete with what Adrenaline Sports or any other private sector business is offering.

Mayor Heineman shared that they need to be fiscally responsible and sometimes that means finding ways to generate elective revenue for the City even if that means spending money upfront.

The consensus of the Council was to move forward with the discussed changes to the Strategic Plan and direct Staff to implement these changes to be brought back to the next Strategic Planning Session.

### **3. ADJOURNMENT**

The Work Session of the City Council was adjourned at 8:32 p.m.

Respectfully submitted,

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Brian S. Hagen  
City Administrator

ATTEST:

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Katie M. Schmidt  
City Clerk

Drafted by Ava Major  
*TimeSaver Off Site Secretarial, Inc.*