**WADENA COUNTY, MINNESOTA**

**SPECIAL MEETING MINUTES**

**Thursday June 22, 2017**

**5:00 p.m.**

**Verndale City Office**

**101 Brown St. SW**

**MEMBERS PRESENT:** James Ackerson, Ardith Car, Tara Erckenbrack, Raye Ludovissie, Jim Runyan

**MEMBERS ABSENT:**  None

**STAFF PRESENT:** Barbara Holmes, City Clerk/Treasurer, Matt Uselman, Public Works Manager

**STAFF ABSENT**: Michael Madsen, Fire Chief; Gary Rosenthal, Liquor Store Manager; Cory Carr, Police Chief

**VISITORS PRESENT:** Phil Martin, Bolten & Menk; Paul Saffert, Bolten & Menk; Chris McConn, Interstate; Kent Thoreson, Interstate; Steven Ahlschlager, Moore; Joeb Oyster, Moore; Kevin Bucholz, Moore; Kevin Wernberg, WSN; Mark Hallan, WSN; Jordan Lee, WSN; Brian Ross, WSN, Melissa Current

There were four engineering firms that came to present to the City Council. Bolten & Menk, Interstate, Moore and Widseth Smith Nolting.

**Bolten & Menk**: They have an office in Brainerd. Their core is municipal engineering, working for Cities. Martin stated that he is the General Engineer and that Saffert is the specialist; Saffert is the Civil Engineer with an Environmental Engineering background so he works with water and wastewater treatment plants for cities. Martin stated that they have knowledge of Funding Sources and that Bolten & Menk clients were awarded 35% of the $48.6 Million available in 2016 from the Drinking Water Revolving Fund. Martin stated that Bolten & Menk is ranked 161 among 500 Engineering and Surveying Firms in the United States. Martin stated they have worked with a lot of local Cities around us including: Wadena, Long Prairie, Eagle Bend, Staples, Motley and Sebeka. Martin stated that when it comes to cost there is no charge for mileage, telephone calls, lathe,2nd survey GPS equipment, etc. because it’s covered in their hourly rate. that they find their fees to be 11-15% of the construction costs. Martin stated on a million-dollar project they would make $110,00-$150,000 from cradle to grave. Martin stated that when there has been complacency they stand up and made it right. Saffert stated they have a different approach from other companies; he wouldn’t come here and tell the City what to do, he wants to know what the City’s goals are for the project, what outcomes the City wants and what the City wants to put into it. Saffert stated there are different options: Does the City want to soften or not? Does the City want to search for a new source to keep the Nitrates down? Does the City want to go with some other treatment that would be protected in the future? Saffert stated that a membrane plant works different than a biological plant. Ackerson asked what Wadena has. Saffert stated that Wadena has Iron and Manganese gravity filters. Saffert stated that if the City doesn’t have a Nitrate issue, Iron and Manganese removal can be done in a

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gravity filter, when there is a Nitrate issue the City has to do something else. Martin stated that they try to make a 20-year plan with the municipality. Uselman asked Martin if the City went with a deep well, what kind of license he would need. Martin stated it would be between a B and a C. Uselman stated he just got his C license so he would have to wait 3 years to get his B, then someone else would have to come in and run the plant. Saffert stated yes, but they have people that can come in and run it for a short amount of time. Martin stated that the State is pretty understanding in emergency situations and would allow Uselman, after passing the test, to get an interim B license for just Verndale without having to wait the tree years. Holmes asked if the project was supposed to take 2 years and it ends up taking three, do your rates go up. Martin stated that most of the projects are scoped as a lump sum and based on % complete. Martin stated that their hourly rate has a cap on it as well.

**Interstate**: McConn stated that they have 9 offices and 6 satellites across Montana, North Dakota, South Dakota and Minnesota. Their corporate office is in Jamestown, ND, they do have an office in Fergus Falls, MN. McConn stated they are an employee owned company and their objectives are to be effective, efficient and built to last. McConn stated he is from the Fergus Falls office, Thoreson is from the Wahpeton, ND office. McConn stated he would like to get to know the City better and what the City wants. McConn stated he doesn’t have an answer he is trying to sell the City, he’s just letting the City know who they are, their qualifications and to give the City some background information. McConn went over the rates for funding options. McConn stated that the fees for residents would be $30.40/month if funds come from PFA and $38.00 if the funds come from the USDA. McConn stated their solutions would be a new shallow well, a new water treatment plant and deeper well or a transmission line to Wadena. McConn stated that for a treatment plant the options would be to use reverse osmosis or ion exchange. McConn stated that they have done work in Fergus Falls and Ottertail and have done a lot of Rural Water Districts in ND. McConn stated he was intrigued by the transmission line to Wadena. Ludovissie asked with the piggyback system would Wadena be in charge of the water and the water would be supplied through a pipeline or how does that work. Thoreson stated yes, that’s a regional thing, the City would give up its local control and buy water in bulk. Thoreson stated the City would need a long-term agreement, something with teeth in it. Erckenbrack asked if Wadena uses reverse osmosis. McConn stated no, they have a sand filter, which uses aeration, retention in the beginning to oxidizers for oxidation. Erckenbrack stated that Wadena’s water tastes terrible. Thoreson stated that with reverse osmosis there is a lot of waste. Holmes asked what happens to all that waste. Thoreson stated it would go into a wastewater pond, so the City would have to make sure it has enough room for the pond. McConn stated there would be 25% waste. Runyan asked if their fees were based on a percentage. McConn stated it depends on the project, he’s not used to doing percentages. Thoreson stated he’s done projects that it ranges from 4.5 -8% depending on the size of the project. Holmes asked what is considered a big project and what’s a small project. Thoreson stated that a small project would be less than a million dollars and a big project is anything more. Holmes asked if they have someone on staff that does certified payrolls. McConn stated yes, and they can do special assessment as well.

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**Moore**: Bucholz stated that their mission statement is improving lives by building strong communities. Their philosophy is that if the Cities are doing well they are doing well. Bucholz stated that they want to build a long-term relationship, not just a one and done project. Oyster stated he is a local guy who volunteers up at the school as a wrestling coach. Oyster stated he would be the face the City would see. Oyster stated he made phone calls to get Verndale on the PPL and IUP lists even though it was already past the deadline. Ahlschlager stated there are over 108 communities dealing with the same Nitrate issues Verndale is. Ahlschlager stated there are 8 municipalities that have a treatment system that is actively removing Nitrate to maintain drinking water standards. Ahlschlager stated that well relocation was an option, the City still has well number 2 that is producing water below the criteria. Ahlschlager stated that samples and studies of the area show that the Nitrates went up over time and it’s not a problem that will go away. Ahlschlager stated that there are both long-term and short-term solutions. Ahlschlager stated one of the short-term solutions would be location of a well next to or in proximity to the existing well number 2. Ahlschlager stated that most of their relocation work was for Cities looking for additional capacity or maintaining capacity, but they do get constituent issues. Ahlschlager stated that they have worked with hydrologists and they get their language down to where everyone can talk about it. Ahlschlager stated that communication with the well driller is important, what do they see, what do they know, what’s typical. Ahlschlager stated it was production rate but it was also about water quality; they have an innate sense when it comes to water quality issues. Ahlschlager stated data collection will happen first, shallow wells vs deep wells. Ahlschlager stated they were putting emphasis on looking at some deep wells. Ahlschlager stated that deep wells might get the City away from Nitrates but it could cause other issues. Ahlschlager stated if the City goes the route of treatment, if the source that is available on the short term is good, but there’s a trend upwards, the City may still need to have treatment in its toolbox. Ahlschlager stated that treatment scenarios in MN are typically reverse osmosis and ion exchange. Ahlschlager stated that ion exchange is in 6 of the 8 facilities that are in operation, reverse osmosis in the other 2. Ahlschlager stated that ion exchange requires a brackish regeneration solution just like in a home, it’s typically a chloride solution. Ahlschlager stated that chloride gets added to the waste stream, that is typically one of the road blocks or difficult challenges. Ahlschlager stated that reverse osmosis however also has a waste product called concentrate. It’s taking the salts out of the well, separating them, letting the drinking water go to the user, and then recombining those in the waste treatment system. It’s a circle of life kind of thing, additional chemicals are not being added. Ahlschlager stated they have a broad experience with reverse osmosis, a lot of their plants are used to remove hardness, replacing line softening plants with membrane technology, in some cases it’s arsenic removal. Ahlschlager stated they don’t have a lot of experience in Nitrate removal. They do have a plant that demonstrates their technology is viable. Ahlschlager stated that they don’t know where the regionalization to Wadena would go, but they will take a look at that option as well. Ludovissie asked about percentage wise how much they charge. Bucholz stated that a big project would be about 11% and small complicated projects would be 15-18%. Bucholz stated that he would guarantee the City that the City would know what was being spent before they spend a dime. Bucholz stated that they work on a lump-sum amount instead of percentages.

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**WSN**: Ross stated he is a licensed professional geologist working with admissible water wells for 30 years now. Ross stated that option number one for them would be a new shallow well near well #2 using existing well house modifications. Ross stated he had talked to the Department of Health, George Minerich, and he stated that Well #2 has been heading up and they fully expect Well #2 to go above the level for Nitrates as well. Ross stated that option number two would be a new shallow well, well house and chemical feed near Well #2. Ross stated option three would be a new deep well, well house and treatment near Well #1, if the water quality is good. Ross stated that a deep well would be 150-160 feet. Ross stated that with a deeper well the City wouldn’t have the problem of Nitrates, but there would be higher levels of Iron and Manganese. Ross stated that test wells would need to be dug to check for these and any other contamination. Ross stated that the fourth option would be regionalization with Wadena. Wernberg went over the timeline for the different options. Wernberg stated that with option one could be done start to finish by December 2017. Wernberg stated the other three options could be done including construction by November 2018. Wernberg stated that his timeline may be affected by funding deadlines if the City gets into a big enough project that the City needs to seek outside funding. Wernberg stated that they recommend option three. Lee stated that for funding there are two main funding sources. One the City already started the process for. The Public Facilities Authority for the Drinking Water Revolving Fund loan. Lee stated the City already sent in its Project Priority List (PPL) and IUP (Intended Use Plan) requests. Lee stated the PPL list would be published around Labor Day this year. Lee stated that the list ranks the projects in MN up for funding, depending on how the City ranks on the list determines how much funding the City would receive. Lee stated if there is need for more grant money, the Small Cities Development Program would be an option. Lee stated this is a 100% grant program up to $600,000 for a semi- purpose grant or $1.4 million if the project is combined with a housing or commercial rehab project. Lee stated this is a two-tier application process. In November, the City would fill out a preliminary application, if Small Cities thinks the City needs the grant they will invite the City to complete the final application in December and then the application would be sent back in February. Lee stated that any grant money would be awarded around June of 2018. Lee stated that construction would not be able to begin until the money is awarded to the City, that would be the delay. Hallan talked about their experience with water treatment plants and wells. Runyan asked why there’s not a lot of talk about treating the Nitrates, is that a nasty process? Hallan stated that to treat Nitrates the City could look at an ion exchange, it doesn’t soften the water, but it’s the same principle. Hallan stated that once a week the City would need to backwash, there would be 6,000-7000 gallons a week of backwash water, many pounds of salt in that, sodium chloride, that has to go to the water treatment plant. Hallan stated that there would be O & M costs associated with that. Hallan stated one community uses a biological growth in a closed filter to remove Nitrates, very operator intensive, higher plant classifications for operating, plus the O & M costs. Runyan asked about having the option of having a deep well and a shallow well and blending them together. Hallan stated that there are communities that do that, but the groundwater chemistry is quite a bit different. It’s difficult to treat for one thing, the one water is being treated and using the other, if there’s a 50/50 blend, there would be half the Nitrates if that’s what the City wants to do, but what they were looking at is the wells are 50 and 70 years old and have reached their use of life. Ackerson asked if they have any experience in regionalization. Wernberg stated yes, they did the project in Henning, which pumps water to Ottertail. Runyan asked if they charge a flat rate per gallon. Hallan stated

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yes, per 1,000 gallons, most communities if water is being sold outside the properties (incorporated City limits) there would be a surcharge as well. Wernberg stated the City would probably need to get permits from MNDOT to get the pipes to Wadena and the City would need to find out how much Wadena would charge. Ackerson asked if they all specifically work completely for WSN. They answered yes, they do. Ross stated that there shouldn’t need to be any subconsultants at all; they have electrical, mechanical, and everything in house. Wernberg stated that if the City gets to a larger project for a treatment plant and the City is going to go in for funding, now’s the time for the City to look at if the water tower needs fixing, does the City need new meters, all of that, there’s a component of affordability in here, like the City’s rural development project. Here’s what the City pays for water now, here’s what RD or PFA thinks is the affordability index; this money will come to the City in the form of a loan if the City gets above that then it comes in the form of a grant.

**Discussion**: Runyan expressed concern about picking an engineer before WSN is finished with their current project. Ludovissie stated that WSN is a big company, they will get the work done, the City doesn’t have to worry about that. Holmes asked Uselman if the $10,000 grant and the $10,000 match would be enough to drill a deep well for a test well. Uselman stated it might do a test well, one. Uselman stated they usually charge per foot, the City would need to cross their fingers and hope water is found, that it’s good quality water, and the flow is good the first time. Carr stated that she agreed with Wernberg about taking in the whole picture and that the City should take out money for a big project and get more grant money instead of taking out small loans for a bunch of small projects. Ludovissie stated to plan for the future is the plan right now. Ackerson stated he has his pick for who he wants to do the project, but he didn’t know if he was at liberty to say. Holmes stated yes, this is a public open meeting and this is what the meeting is for. Ludovissie stated that just the way they handled things he’s going with Moore. Erckenbrack stated that if you look at their numbers they appear to be more expensive when they gave a % cost, but he also says he’s a lump-sum, he’s a PR guy and they’ve already done a lot of work. Erckenbrack stated she likes Moore. Ackerson stated he liked the guarantee they made. Erckenbrack stated that she likes the fact that they are absolutely local and they have to give a darn. Ackerson stated he has a gut feeling that Moore wants a personal relationship with the City, it’s not just about the money. Carr stated that when she was first mayor, she sat in on a meeting with WSN and after spending a year and all the road work they did, the City was too small for a sewer pond or a run off pond. Carr stated the City spent over $100,000 for them to do all that research, go around and come in and tell the City it’s too small. Ackerson stated with all their expertise that was money thrown out the window. Ackerson stated he thought the City needs a fresh start. Erckenbrack stated there is never anything wrong with a second opinion and if someone gets offended by the City wanting a second opinion there’s something wrong. Ackerson stated that Moore already put in a down payment on work that they didn’t have to do, they just did it for nothing. Ludovissie asked when the council would need to make the decision. The council asked Uselman what he thought. Uselman stated he has no problems with WSN personally, they do what he asks them to do. Uselman stated that WSN would come and ask him every tiny thing, he was making decisions all day long. Uselman stated that he could work with anybody. Uselman stated his preference would be WSN, Moore or Bolten & Menk. Erckenbrack stated that Interstate is way out in South Dakota, they really don’t have a care to be over here. Uselman stated that Bolten & Menk have done work at cities all around Verndale.

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Erckenbrack stated that Bolten & Menk would be used to the City’s water and bedrock, and used to the geology of the area. Carr asked if anyone had heard that Bertha was not happy with their sewer project, that they had all kinds of issues. Holmes stated she had talked to Janet from the Bertha office and she stated it was fine, they were great. Holmes stated that when she asked Janet about how she did certain things with the project and Janet stated that she didn’t do that, the engineer did. Ackerson asked if everyone was in agreement about not doing the regionalization thing. Ludovissie and Carr stated they were not a fan of regionalization. Runyan stated that he was concerned about funding for this project. Ackerson stated that there is grant money out there. Runyan stated that is an important thing. Ludovissie stated that tying up with Moore the City would be covered on some things pretty well. Runyan stated that he thought the City could afford to slap down another 30- foot well and it might be better for a while. Runyan stated he didn’t think that’s the correct answer to the situation. Uselman stated no, that’s nothing long-term. Ludovissie stated that it would just become someone else’s problem later, which is where the City is at right now. Ludovissie stated that the council needs to take a step a do something. Carr stated it needs to be within the City’s finances. Holmes stated that the City really won’t know anything until September when the list comes out. Holmes stated that Oyster (Moore) told her that if she fills out the preliminary paperwork about the City’s financial situation, he would review them before they get submitted. Holmes stated that this is another thing Oyster (Moore) would do for free. Runyan stated that if the City goes with a deep well the City would need a treatment plant. Ludovissie stated that the ponds may need to be expanded with a treatment plant because there is 25% waste. Uselman stated that when you treat water if you have a reverse osmosis system in your house, it squirts it down and it backwashes down into the sewer, just imagine that for the City, that much bigger, it’s going to have a pipe for wastewater. Runyan asked what is wrong with the water that comes out of the wastewater pipe. Uselman stated there would be sodium chloride in it. Uselman stated he does do test for chlorides out at the ponds. Uselman stated that as far as he knows the pond system has never been touched. Uselman stated that putting the wastewater in the ponds could cause the ponds to go up in chloride and the City would end up treating wastewater. Ludovissie stated that the council should stick to picking an engineer. Runyan asked if the council needs to pick one before September, since that’s when the list comes out. Uselman stated he has $20,000 for test wells, but the test wells need to be engineered so an engineer would need to be picked. Ackerson stated that if a treatment plant was placed by Well #2, the City would need to by land from somebody in order to put it there. Ludovissie asked Uselman if the City would need an acre or two because the City needs to plan for the future. Uselman stated the City would probably need an acre or two. Uselman stated that when there’s a treatment plant, the wells need to pump to the plant, the way the wells are set up now doesn’t make sense. The plant should be by where the well is, it would be less expensive. Carr stated that she knows Uselman doesn’t have a problem with WSN, but the City has spent a lot of money. Uselman asked why the project wasn’t done in one shot. Carr stated that for a whole year WSN researched for the sewer pond/storm pond after they had started the first project. Then WSN came and told the City they didn’t need the storm pond, that will save the City a couple hundred thousand dollars easily. Then there’s a public meeting, now the City doesn’t need the pond but WSN wants to put in run off ponds and spend another $200,000. Carr stated the City was getting the run around and that WSN just wanted to spend their money. The City said no, were going to put this on hold. Erckenbrack stated the council was told it was such a huge project that it needed to be done in sections to make it

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affordable. Uselman stated that the City couldn’t afford to do the project in one shot, but WSN just stood there and said to make the project as big as it can. Carr stated the council was not given that advise back here. Runyan stated it was like no one knew what was going on so the City told WSN to stop, don’t do a thing. Erckenbrack stated that she thought initially section 2 and 3 were one lump sum and the City was told by the financers that the City couldn’t afford this, this is all you can afford, do what you can with this. Carr stated that no one helped the City look for grants, WSN went out of their way this time to find grants for this project. Carr stated that they felt like the council was misled. Holmes asked about a Rural Development loan. Carr stated that the council was told it would be too long, too spendy and the City wouldn’t get anything out of it. Carr stated the council was misadvised on all of it. Holmes asked if it was WSN that did that. Carr stated yes. Ludovissie asked about testing Well #1 and turning it back on. Uselman stated that Well #1 would be tested once a year, but it’s not an option to have it back on full time even if the levels go back down. Erckenbrack stated she didn’t understand how the City has such high Nitrate groundwater when farmers in the area are pumping gallons of Nitrates on their fields because soil levels are low, how is that possible? Runyan stated that first off farmers wouldn’t pump gallons of Nitrates. Carr stated a non-farmer would. Erckenbrack stated that every year they are putting Nitrates on their fields, how can the water level be high if the soil levels are low? Ludovissie asked if the council could pick an engineer now. Holmes stated they could. Ludovissie stated that the discussion is who does the City want for an engineer. Runyan stated personally he would like to wait a little bit. Ackerson stated he was with Moore. Ludovissie stated he was with Moore. Carr stated she thought she was with Moore. Erckenbrack stated she has always had an uneasy feeling about WSN, she has always felt like the City has been taken advantage of, and that the council has been treated like they don’t know what they are talking about. Erckenbrack stated that she was impressed with Moore; they live locally, that they care about the water supply because they live in the community, they already went above and beyond to help the City, and they just didn’t feel like salesmen. Runyan stated he has no problem with Moore, it’s probably a great idea, he’s a little concerned about doing it right now. Carr asked if he meant starting the project right now. Ludovissie stated the project wouldn’t be started immediately. Holmes asked Runyan if he was concerned about the quality of the project it the City picks an engineer now. Runyan stated yes. Holmes asked about waiting until the August meeting to announce the decision. Ludovissie stated he didn’t want to wait that long just to tell WSN that they weren’t chosen. Runyan stated he doesn’t know. Ludovissie asked the council if they wanted to hold off on this. Erckenbrack stated she doesn’t have a problem waiting, the council knows their decision, having to wait doesn’t bother her one bit. Erckenbrack asked Uselman if that would be too late. Uselman stated it’s already too late. Holmes stated the City wouldn’t know anything about funding until September. Runyan asked Uselman to make him a recommendation based on the current situation and finances. Uselman stated that if the City gets funding it would be for a deep well and Iron and Manganese treatment. That way he’s already licensed. Uselman stated it is cheaper to treat iron and manganese than reverse osmosis. Carr asked what the white residue left on glasses was from. Uselman stated that it’s just hard water, a softener would take care of that. Runyan asked Uselman if he heard right that somebody said there’s a possibility that 75% of this project could get granted. Ackerson stated provided it’s a deep well and a treatment plant. Uselman stated that Rural Development likes regionalization, the City would probably get the most money if it went with

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Wadena. Holmes stated WSN would not get a project with Wadena to do regionalization because Wadena will not work with them. Uselman stated with the department of health loves regionalization. Runyan stated it’s something that deserves a little teeny look. Uselman stated yes, it is worth a look, but he doesn’t necessarily like it because the City would lose control of the water. Erckenbrack asked if it would be cheaper in the long run to regionalize. Uselman stated yes it would. Uselman stated he would still be responsible for the City’s infrastructure, broken pipeline, meters, etc. Uselman stated the City would buy water in bulk, probably ran through a meter, pipes would hook up to the City’s system and fill the water tower. Uselman stated there would probably be some sort of pump that would be hooked up to his controls over here and when water was needed it would pump. Uselman stated he’d have no chemical feed and the well houses would be obsolete. Runyan stated that wasn’t the worst thing in the world. Uselman stated no, it would be less maintenance for him. Ackerson asked if the people in the City would be happier. Uselman stated no. Ackerson asked why he would say that. Carr stated that it would cost more. Uselman stated because it’s Wadena. Uselman stated Wadena would bill the City and the City would then bill the residents. Ludovissie stated that Wadena could raise that bill at any time they want to and the City would have no control. Uselman stated yes, unless the city makes an agreement. Ludovissie stated it would need to be a 5-year agreement. Holmes stated it would need to be more than that for the City to be protected. Ludovissie stated that negotiating with another town that has potential to have a different council every time, same with Verndale, would not be a good situation. Runyan stated it’s not ideal, but the City is talking about a treatment plant which is some major money. Ackerson asked if the City would be talking $1.5 million. Uselman stated yes, start there. Runyan stated that might not include the well and it might not include the land. Ackerson stated he thought it would be $2 million max. Ludovissie stated that is possible to get 75% of that cost funded. Ackerson asked with a treatment plant would the City need to hire another person or two. Uselman stated he didn’t know. Runyan asked if anyone knew why Ottertail decided to connect to Henning. Uselman stated that when Ben was here from Henning he said that Ottertail in the Summertime booms and in the Winter, there’s nobody there. Ackerson asked if the council was going to wait until August to make the final decision. Ludovissie stated yes, to make it final the council will wait until August. Ackerson asked if the consensus was to go with Moore. Ludovissie stated yes. Runyan stated that was good with him. There was discussion about WSN and their work. Carr stated she wanted Uselman to know where the council was coming from. Uselman stated he’s ok with whoever the council chooses. Uselman stated he likes the idea that Oyster is young. Erckenbrack stated that Oyster is growing his family here, he has connections here, he’s young he can grow with the projects and know what the City is doing it’s not like Oyster is ready for retirement and now City is stuck with the next guy. Ackerson stated Oyster is in it to make the money and to keep the City happy, he’s already done half of that. Ludovissie stated the City hasn’t even dropped a dime on him. Ackerson stated that is impressive to him, not everyone does that. Ackerson stated that with anybody new, the City is stepping out in faith that the engineer will do what they say they’re going to do, you really don’t know until you get with them. Carr stated that the City can call the other cities the engineers have worked for. Uselman and Carr agreed that the City should call the references listed from each frim.

The final decision on which engineer to choose will be made at the regular council meeting on August 7th, 2017.

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A motion was made by Erckenbrack to close the meeting at 7:40 pm, seconded by Ackerson. AIF/MC

**Submitted by: Attest:**

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Melissa Current, Deputy Clerk Ray Ludovissie, Mayor