

# Economic Development Guide

# REQUEST FOR PROPOSAL

## North Liberty, Iowa Economic Development Guide

August 15, 2011

### MUNICIPAL SUMMARY

The City of North Liberty is one of the fastest growing communities in Iowa. Nestled in the Corridor between Cedar Rapids and Iowa City, North Liberty serves as a hub for families, students and businesses. The potential for development in commercial, industrial and residential markets is exceptional, as the population is over 13,000 and continues to expand.

### PROJECT OVERVIEW

North Liberty uses a variety of formats to market its image, news and capability for development; the newest format being an Economic Development Guide. The City of North Liberty will publish a full-color glossy magazine to showcase its expansion and growth, as well as foster future economic growth. This guide is a resource for new, potential businesses to gain an understanding and appreciation of the hospitable North Liberty community. Comprised of pictorial and editorial content, the guide is a 48 page publication created approximately once every two or three years. In addition to print format, the guide is available online as a downloadable PDF. Copy estimates have yet to be determined.

The City of North Liberty is now inviting publishing companies with design, layout and advertising sales capabilities to present a proposal for the publishing of the 2012 North Liberty, Iowa Economic Development Guide. If an organization wishes to be considered, the City of North Liberty is requesting a proposal that addresses the points detailed in this RFP be submitted no later than Friday, September 16, 2011.

### DESCRIPTION OF PROJECT

- Format: Magazine Style
- Contents: Articles and photos taken by publishing company with guidance and approval by North Liberty administration.
- Page Count: 48, including cover
- Quantity: 7,500, 9,000 or 10,000
- Size: 8 ½ x 11 (or approximate)
- Paper: Cover – 100# #3 glossy, full color  
Pages – 60# #3 glossy, full color
- Bindery: Saddle-stitch

## TIMELINE

These dates serve as a general guideline for selection and production of the guide:

- Friday, September 16, 2011: Deadline for proposals
- Friday, September 30, 2011: Project awarded and company notified
- Friday, October 7, 2011: Initial meeting with personnel, contacts and publishing staff
- Monday, October 14, 2011: Publishing company begins selling ads
- Wednesday, November 30, 2011: Photography and stories complete
- Friday, December 2, 2011: Publishing company staff selling deadline
- Friday, January 6, 2012: First proof of guide to North Liberty
- Friday, January 13, 2012: North Liberty sends back changes to publishing company
- Friday, January 20, 2012: Final proof of guide to North Liberty
- Friday, January 27, 2012: North Liberty sends back changes to publishing company
- Friday, February 3, 2012: Guide to printer
- Friday, March 2, 2012: Guide published and delivered to North Liberty

## ADVERTISING SALES

It is the expectation of the City of North Liberty that the publisher will sell all advertisements. All advertising sales, billing, collection and traffic of materials for the North Liberty Economic Development Guide are the responsibility of selected firm. Final ad rate approval must be agreed upon by North Liberty and selected firm.

## DESIGN, PRODUCTION AND DISTRIBUTION

Write, print and distribution of the guide are to be provided by the selected firm in electronic format. Page design to be provided by selected firm with final decision and proofs approved by City of North Liberty. Publishing company is also responsible for proofreading publication, as well as securing printing bids and overseeing the print job with the support of the City of North Liberty. All ad design is to be included in advertising rates. The selected team will create and distribute ad sales brochures, including specs and costs of advertisements. Percentage of ads compared to editorial copy to be discussed.

North Liberty has full editorial control, rights to professional photography and professional writing. Inclusion of a letter from the Mayor or City Administrator is optional, as well as a city map.

North Liberty would like a portion of the copies in order to distribute at conferences and business engagements. The remaining amount will be circulated by the selected firm. Most likely, a mass mailing list and post office permit will not be provided by the City of North Liberty.

At the conclusion of the project, all materials will become the property of the City of North Liberty with selected firm providing two CD-copies of the publication and a PDF file to North Liberty. An online publication with page-turning technology preferred.

### REQUIRED MATERIALS FOR PROPOSAL

- Describe how the copy and creative will be managed, including the proofing process.
- Provide advertising rate structure and sizes in addition to methodology of securing advertising space in the publication. Also, include a list of specific businesses to be targeted for sales.
- Submit a short list of any employees and vendors associated with the project that would be used. Include a brief description of their roles and responsibilities.
- Provide 3 references with which your organization has conducted business in the last 3 years.
- Include a brief description of the work completed for the reference.
- Provide a quote for quantity of print at 7,500, 9,000 and 10,000. Price information should also include an all-inclusive cost for concept generation, design, copywriting, photography and advertising sales. This is a "not to exceed" quote.
- Please describe the method of distribution Including insert possibilities and regional scope.

### SUBMISSIONS

Proposals are due by email or print no later than 5:00 p.m. on Friday, September 16, 2011 to

Cheryle Caplinger

520 W. Cherry

North Liberty, IA 52317

Email: [ccaplinger@ci.north-liberty.ia.us](mailto:ccaplinger@ci.north-liberty.ia.us)

### SELECTION PROCESS

Bids will be reviewed in accordance with the following criteria

- Superior writing and graphic design skills.
- Proven ability to elevate brand awareness.
- Flexibility, ingenuity of design and willingness to actively participate in research and development phase.
- Knowledge of North Liberty.
- An excellent reputation and strong relationships with community stakeholders.
- The proposed approach to the project description and work plan.
- The level of experience of the individuals identified to work on the guide.
- The organization's experience with similar projects.
- The responses from references.
- The total proposed cost.

# SOLON ECONOMIST • NORTH LIBERTY LEADER • NORTH JOHNSON COUNTY

P.O. Box 249, Solon, Iowa 52333  
(319) 624-2233 • (319) 624-1356 fax  
**hybrid@southslope.net**

**To: Cheryle Caplinger, Telecommunications Director**  
520 W. Cherry St.  
North Liberty, IA 52317

**Project: North Liberty, Iowa Economic Development Guide**  
Date: Sept. 16, 2011  
*Submitted by Alphagraphics and North Liberty Leader*

Cheryle;

We are happy to have the opportunity to help the City of North Liberty with the creation of a magazine aimed at attracting and retaining commercial and industrial prospects.

Dennis and I are uniquely qualified to help the city with this vision; at work we are printers and publishers; privately, we have served our communities by donating years of our time to community development.

As a result, we are extremely familiar with the community of North Liberty and with the fundamentals of economic development.

We are submitting a proposal with slightly smaller page counts and quantities. Based on our conversation with City Administrator Ryan Heiar and Telecommunications Director Cheryle Caplinger, we reduced the number of pages in our proposal to 28 pages, and decreased the quantity printed to 5,000.

Included in our proposal is a cost to mail 1,000 copies to a targeted audience. We believe it would be in the best interests of the city to succinctly define the audience for this publication utilizing specific lists tailored to reach the decision-making individuals at the businesses recruited by the city. This list would be determined and compiled after further collaboration with the city. The quantity mailed can be increased; mailing costs would increase as well. Due to the number of such variables, we would appreciate an opportunity to discuss the details of our proposal with the city as soon as possible.

Doug Lindner  
*North Liberty Leader*

Dennis Tallman  
*Alphagraphics*

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P.O. Box 249, Solon, Iowa 52333  
(319) 624-2233 • (319) 624-1356 fax

**hybrid@southslope.net**

## **DESCRIPTION OF PROJECT**

A full-color, 28-page magazine showcasing the City of North Liberty through photographs, feature stories city data and graphics.

## **DESIGN, PRINT & MAIL ESTIMATE: ALPHAGRAPHICS**

*See attached*

- Page Count: 28, including cover
- Quantity: 5,000
- Size: 8 1/2 x 11
- Two CD copies of the publication and a PDF file with page-turning technology will be provided to the City North Liberty.

\$9,244.07

## **DESIGN, EDITORIAL AND ADVERTISING SALES ESTIMATE: NORTH LIBERTY LEADER**

- The Leader will work with the city to identify up to six (6) feature articles and supporting artwork for the publication; editorial copy will also feature stand-alone visuals, a greeting or short essay provided by the mayor or city administrator, a city map (to be provided by the city), graphic presentation of city data and demographics. Editorial assignments will be made to Leader staff and will undergo standard practices for publication, including proofreading.
- Advertising will be limited. No more than thirty-three (33) percent of the publication will be reserved for advertising. The size of advertising will be restricted to three options; one-quarter of a page (1/4), one-half page (1/2) or one full page. Advertising sales will be the responsibility of the Leader staff. Telephone, email and personal visits will be utilized in contacting regional industries, primarily those with a perceived interest in the advancement of the community, including but not limited to finance, health care, real estate development groups and larger regional employers. All ad design expense is included in the advertising rates.
- The Leader will sell all advertisements. All advertising sales, billing, collection and traffic of materials for the North Liberty Economic Development Guide are the responsibility of the Leader. The proceeds from the sale of advertising shall become the sole property of the Leader.
- Final proofs to be approved by City of North Liberty.

\$3,172.00

## **TOTAL COST TO THE CITY:**

\$12,416.07

## **TIMELINE**

- Friday, September 16, 2011: Deadline for proposals
- Friday, March 2, 2012: Guide published and delivered to North Liberty



DESIGN ■ COPY ■ PRINT ► COMMUNICATE

Alphagraphics North Liberty

us639.alphagraphics.com

# e-estimate

720 Pacha Parkway #1

Phone: 319-626-3700

Fax: 319-626-3701

North Liberty, IA 52317

us639@alphagraphics.com

**Sold To:** Hybrid Publications  
102 N Market St  
Solon IA 52333  
Doug Lindner  
Phone: 319-624-2233/319-665-2199

**No. E#2236**

**Date** 9/16/2011

**P.O.**

QUANTITY	DESCRIPTION	AMOUNT
5,000	24 page + cover 4/4 Magazine 8.5 x 11 Folded and Saddle Stitched	6,471.76
	Magazine Design/Layout 28 pages	1,400.00
	Mailing Services Setup Charge	
	Set up Variable Data Fields	
	List Acquisition	
	Cass/NCOA Update	
1,000	Address Printing	
1,000	Sort by Zip, Bundle, Bag	
	Deliver to Post Office	
1,000	Postage **Estimated** Actual Postage will depend on exact dimensions, qty and list	900.00
SPECIAL INSTRUCTIONS		
Sales Rep: Dennis		
Taken by: Dennis		
Account Type: Charge Account		
Ship Via: Deliver		SUB
Wanted:		TAX
		SHIPPING
		TOTAL
		8,771.76
		472.31
		9,244.07

Thank you for the opportunity to earn your business. We believe you will find our services competitive with others who use the same high quality materials and professionals as we do. If I can answer any questions about this proposal, please let me know. I look forward to beginning your project.

# CORRIDOR Business Journal

**DATE:** September 16, 2011  
**TO:** Cheryle Caplinger, City of North Liberty  
**FROM:** John F. Lohman  
**SUBJECT:** Economic Development Guide RFP

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It is our pleasure to submit a proposal to custom publish your 2012 Economic Development Guide. We are well suited to complete this project for you as we've completed numerous custom publishing projects for several economic, cultural and tourism organizations from throughout the Cedar Rapids/Iowa City Corridor over the past several years. See the complete list on page 4.

**Describe how the copy and creative will be managed, including the proofreading process:**

For each custom-publishing project, we assemble a team of employees and freelancers to work with a point person (presumably you) from the organization we are conducting the project for. This team approach ensures that the project is done effectively and with an overall coordinated approach.

To begin with, we typically look at similar publications from around the state and country and share those with you to make sure we are providing you what you want. We utilize that publication as a model and work closely with you to tailor it to meet your community's objectives.

We follow a specific work-flow calendar to ensure the project is done on time and on budget. We can accomplish the project according to the schedule that you provided, but we would highly recommend the following schedule to better accommodate the project coordination and selling season.

North Liberty Economic Guide Timeline:

Friday, Oct. 7, 2011	Initial meeting with North Liberty & CBJ team
Friday, Oct. 14, 2011	Sales begin
Monday, Dec. 19, 2011	Photography and stories complete
Monday, Dec. 19, 2011	Sales deadline
Monday, Jan. 16, 2012	First proof of guide to North Liberty
Monday, Jan. 23, 2012	Changes back to CBJ
Monday, Jan. 30, 2012	Final proof of guide to North Liberty
Friday, Feb. 3, 2012	Changes back to CBJ
Friday, Feb. 10, 2012	Guide to printer
Friday, Mar. 2, 2012	Guide published and delivered to North Liberty

**corridormediagroup**

845 Quarry Road, Suite 125, Coralville, IA 52241  
Phone: 319-887-2251 Fax: 319-887-2252

[www.corridorbiznews.com](http://www.corridorbiznews.com)

Every person working on the project has experience working on other publications we have completed over the past several years.

**Provide advertising rate structure and sizes in addition to methodology of securing advertising space in the publication. Also, include a list of specific businesses to be targeted for sales.**

*See attached sheet for rate structure.*

We will utilize our existing sales team to conduct the selling of the publication. Our sales team is made up of a group of talented and experienced sales professionals with more than 50 years of print sales experience.

The sales team will approach business owners and business leaders in North Liberty who are logical partners in this publication by identifying them through their affiliation with the chamber of commerce, North Liberty Economic Development Committee, and current advertisers in the *Corridor Business Journal*. Some specific and logical businesses for example, are Alphagraphics, Hills Bank, US Bank, Heartland Express, Centro, South Slope Cooperative, Liberty Bank, MidWestOne, etc.

**Provide a short list of any employees and vendors associated with the project that would be used. Include a brief description of their roles and responsibilities**

### Project Resources Section

#### Overall Project Coordination:

John Lohman, publisher and owner of the *Corridor Business Journal*, and Andrea Rhoades, vice president of operations with the *Corridor Business Journal*, will manage the overall project. John Lohman has lived in North Liberty for more than 10 years. Prior to joining the *Corridor Business Journal* in 2008, Andrea was the general manager of the *Iowa City Press-Citizen* newspaper.

#### Proofreading:

Nancy Grindle's experience includes proofreading for three newspapers and a magazine. She spent 20 years (1989-2009) as an editor for Frank N. Magid Associates, an international research firm. She headed the editing department and wrote training materials for her editors, sharing them with consultants and analysts as needed. Since retiring from Magid, she has done free-lance proofing, writing and editing of research materials, websites, books, and other items as requested.

#### Design:

The CBJ's design team includes Jill Colbert and Julia Druckmiller. The designers have been with the CBJ for seven years and four years, respectively, and have a total of nearly 20 combined years of design experience in the media industry. Note that Jill lives in North Liberty. If we need additional creative design support, we often rely on Susan Larson, who has worked in the creative design field for nearly 20 years. She has worked on many of our custom publishing projects.

**Sales:**

The CBJ's sales team has more than 50 years of print advertising sales experience in the Johnson County area. Kris Lacina is a senior media consultant with the CBJ. Rhonda Roskos is a media consultant with the CBJ. Andrea Rhoades is vice president of operations and manager of the sales team.

**Photography:**

We will utilize John Richard as the photographer for this project. John has photography experience for the University of Iowa, the *Iowa City Press-Citizen*, the *Cedar Rapids Gazette*, and the *Corridor Business Journal*. He also does photography for weddings and corporate clients.

**Writers:**

We will utilize one freelance writer to complete the writing for this project. We have a cadre of experienced freelance writers that we have worked with on various custom publishing projects and will be considered for this project. They include Katie Mills Giorgio, Molly Altorfer, Nick Bergus, Shannon Davis, Leah Garris and Ruth Paarmann.

**Printer:**

The glossy magazine will be printed by RR Donnelley. They have printed numerous magazines for us over the past several years. It most likely will be printed from their Mendota, IL plant.

Tom DeGaetano  
RR Donnelley  
Senior Sales Representative  
3075 Highland Parkway  
Downers Grove, IL 60515  
p. 630-322-6534  
f. 630-322-6882  
c. 630-464-8787  
e mail: [tom.degaetano@rrd.com](mailto:tom.degaetano@rrd.com)

**Provide 3 references with which your organization has conducted business in the past 3 years.**

Our team has completed the following custom-publishing projects over the past several years. Several copies of those publications are included in this proposal:

- *Diversity Focus* Bi-Annual Inclusive Communities Magazine (2007, 2009)
- *Marion Chamber of Commerce* Directory (2008)
- *Iowa City Area Chamber of Commerce* Directory (2009)
- *Junior Achievement's* 10 year Hall of Fame magazine (2010)
- *Cedar Rapids Area Chamber of Commerce* Directory (2010)
- *Cedar Rapids Area Convention & Visitors Bureau* – Visitor Guide (in-progress)

REFERENCES

Nancy Quellhorst  
President & CEO  
Iowa City Area Chamber of Commerce  
325 E. Washington Street  
Iowa City, IA 52240  
319-337-9637  
[nancy@iowacityarea.com](mailto:nancy@iowacityarea.com)

Jill Ackerman  
President  
Marion Chamber of Commerce  
1225 6<sup>th</sup> Avenue  
Marion, IA 52302  
319-377-6316  
[jill@marioncc.org](mailto:jill@marioncc.org)

Dee Baird  
President & CEO  
The Cedar Rapids Area Chamber of Commerce  
424 First Avenue NE  
Cedar Rapids, IA 52401  
319-730-1400  
[dbaird@cedarrapids.org](mailto:dbaird@cedarrapids.org)

Chad Simmons  
President (interim)  
Diversity Focus  
222 2<sup>nd</sup> Street SE  
Cedar Rapids, IA 52401  
(319) 363-3707

**Provide a quote for quantity of print at 7,500, 9,000, 10,000.**

Total cost to the city of North Liberty will be:

For 7,500 copies = \$15,000.00

For 9,000 copies = \$16,500.00

For 10,000 copies = \$17,500.00

We request that ½ (half) of the cost be paid to us when the project starts and the final ½ (half) be paid when the magazines are delivered to the city for its own distribution.

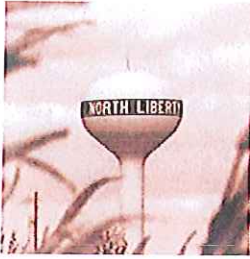
**Please describe the method of distribution including insert possibilities and regional scope.**

Assuming that 9,000 copies are printed:

5,000 copies will be distributed to the city for direct use in its own economic development activities (ICAD, North Liberty's annual banquet, welcome packets, extra copies for banks, etc.). If 7,500 or 10,000 copies are printed then the amount distributed to the city will reflect the change in the number printed.

4,000 copies will be distributed in one issue of the *Corridor Business Journal* (probably March 5 or 12, 2012) to reach top decision-makers in the Cedar Rapids/Iowa City Corridor. A brief profile of this audience shows the quality contacts in this reach: 87% are manager level or higher, 90 percent have a bachelor's degree or higher, 48 percent serve on a company board of directors.

###



# Be part of the North Liberty difference



Would you benefit by getting in front of businesses and influentials considering North Liberty as its location of choice? In March 2012, The City of North Liberty will publish a full-color glossy magazine to showcase its expansion and growth, as well as foster future economic growth in commercial, industrial and residential markets.

## New 2012 Development Guide

As a North Liberty focused business, the North Liberty Development Guide offers a perfect way to reach a fresh new market in print and:

- grow revenues
- reach location residents and recruit employees
- support North Liberty's efforts to grow



## Distribution

### REACH A NEW MARKET THROUGH PRINT

5,000 copies will be distributed to the city for direct use in its own economic development activities.

### REACH THE INFLUENTIAL LOCAL MARKET

4,000 copies will be distributed in the Corridor Business Journal to reach top decision-makers in the corridor. A brief profile of this audience shows the quality contacts in this reach:

- 87% are manager level or higher
- 90% have a bachelor's degree or higher
- 48% serve on a company board of directors

## MARKETING

The North Liberty Development Guide will be distributed directly to a market with specialized needs. Reach these prospects before they make corporate and lifestyle decisions. When considering your return on investment, consider the lifetime value of reaching each family and corporate decision-maker.

## CONTENT

A two-page, full color centerfold map of North Liberty will showcase major infrastructure and major street listings. Other sections will feature economic development, commercial and industrial, residential, quality of life and cultural opportunities.

## INVESTMENT

See the reverse side for advertising rates and specifications.

# 2011 North Liberty Development Guide



Distribution: 9,000

## RATES

(includes full color and hyperlinked digital ad)

Back cover	\$2,100
Inside covers	\$1,825
Page 3 or 5	\$1,400
Full page	\$880
3/4 page	\$775
1/2 page	\$550
1/4 page	\$350
1/8 page	\$225

## DISCOUNTS

10% camera-ready discount  
 15% non-profit discount (no other discount applies)  
 15% discount for digital files supplied by a recognized agency (10% for providing camera-ready ad plus 5% for placement. If agency does not provide ad camera-ready, then discount is 5% for placement only.)

## PRODUCTION SPECS

All ads must match ad size specifications listed under dimensions

**Resolution:** Images should be at 300 dpi placed at 100% in the file.

**Digital Files:** are required and all files must be Macintosh compatible. Acceptable programs are QuarkX-Press, Illustrator, Photoshop, InDesign, or Acrobat PDF.

**Sending Digital Files:** Please e-mail all digital files to [cbj.creativedesign@gmail.com](mailto:cbj.creativedesign@gmail.com).

**Color:** ads with more than one color must be made from 4-color process (CMYK.)

**Proof:** Must be provided with all ads.

**DIMENSIONS:** Publication Trim Size: 8.125 x 10.625

<p>full page bleed: 8.375"w x 10.875"h</p>	<p>full page no bleed: 7.187"w x 9.875"h</p>	<p>3/4 page horizontal: 7.187"w x 7.0625"h</p>	<p>3/4 page vertical: 5.375"w x 9.5"h</p>
<p>1/2 page horizontal: 7.2"w x 4.625"h</p>	<p>1/2 page vertical: 3.5"w x 9.5"h</p>	<p>1/4 page square 3.5"w x 4.625"h</p>	<p>1/8 page horizontal: 3.5"w x 2.1875"h  1/8 page vertical: 1.625"w x 4.625"h</p>

## AD DEADLINE

Dec. 19, 2011

## CAMERA-READY AD DEADLINE

Dec. 27, 2011

## PUBLICATION DATE

March 2, 2011

## CONTACT INFORMATION

Andrea Rhoades  
[andrea@corridorbusiness.com](mailto:andrea@corridorbusiness.com)  
 (319) 887-2251 ext. 304

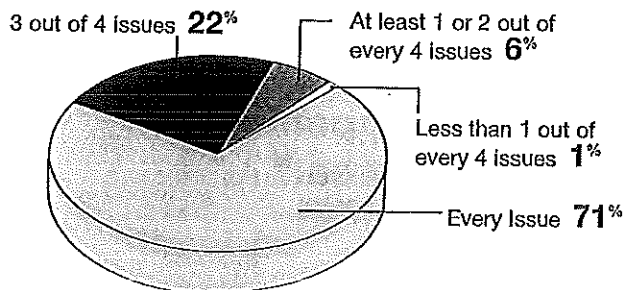
CORRIDOR  
**BusinessJournal**

# CORRIDOR BusinessJournal Readership Snapshot

The *Corridor Business Journal* delivers the most desirable business audience in the Cedar Rapids/Iowa City Corridor. In every issue of the CBJ, you reach a very sophisticated audience with major purchasing and decision-making power in every sector of the Corridor. According to the most recent CBJ readership survey, more than 10,000 people read each issue of the CBJ. Of those:

- 92%** of readers would recommend the CBJ to a colleague
- 90%** have a bachelor's degree or higher
- 87%** are manager level or higher
- 58%** primarily read the CBJ because of its local business news and information
- 48%** serve on a company board of directors
- 55%** male, 45 percent female
- 37%** are chairman/owner/partner/president/CEO
- 28%** have a master's degree or higher
- 28%** earned \$100,000 or more (before taxes) in 2007
- 26%** primarily read the CBJ because of local business reference/local company articles
- 11%** have an investment portfolio of \$1 million or more (26% would rather not say)

## How regularly do you read or look into the *Corridor Business Journal*?



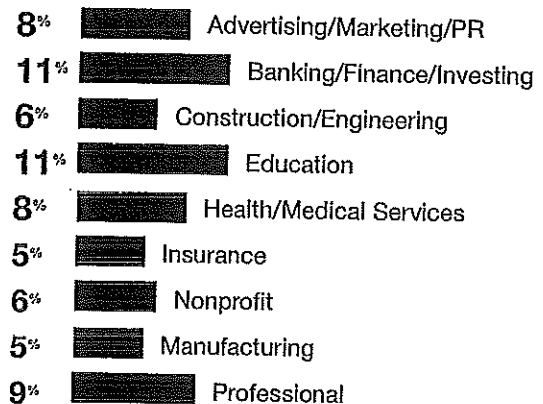
### Reader habits:

- 71%** read it every week
- 92%** skim the entire paper and read 2 or more articles
- 8%** read it from cover to cover

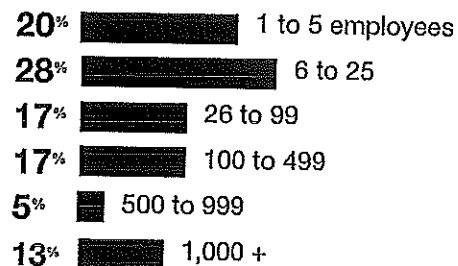
### Primary reasons to read:

- 58%** timely local business news and information
- 26%** local business reference/Local company articles
- 9%** business leads
- 6%** business advice/knowledge/education
- 6%** movers & shakers/people

## The nature of our readers companies



## Company size based on # of employees



Resolution No. 11-120

**A RESOLUTION ACCEPTING THE PROPOSAL FROM THE CORRIDOR BUSINESS JOURNAL FOR THE 2011 ECONOMIC DEVELOPMENT GUIDE AND AUTHORIZING EXECUTION OF THE MEMORANDUM OF UNDERSTANDING.**

WHEREAS, The City of North Liberty sought proposals for the 2011 Economic Development Guide Project, and

WHEREAS, two bidders submitted proposals for the project.

NOW, THEREFORE, BE IT RESOLVED by the City Council of North Liberty, Iowa, as follows:

The proposal for the 2011 Economic Development Guide Project submitted by the Corridor Business Journal in the amount of \$16,500.00 for 9,000 copies is fully responsive to the plans and specifications for the project and is the lowest responsible bid received.

The Mayor and City Clerk are hereby authorized and ordered to execute the memorandum of understanding with said vendor for the project.

All resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Adopted at North Liberty, Iowa, this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

**CITY OF NORTH LIBERTY**

By: \_\_\_\_\_  
Thomas A. Salm, Mayor

ATTEST:

\_\_\_\_\_  
Tracey Mulcahey, City Clerk