

Committee of the Whole

Monday, October 8, 2018

5:30 PM

McFarland Municipal Center
Community Room

AGENDA

1. CALL TO ORDER.
2. ATTENDANCE/ROLL CALL.
3. PUBLIC APPEARANCES.
4. APPROVAL OF MINUTES.
 - a. Discussion and action regarding minutes of the meeting held on September 24, 2018.
5. BUSINESS.
 - a. Discussion regarding structure of the Public Works Department in relationship to pending vacancy of the Public Works Director position.
 - b. Discussion regarding general progress on the Public Safety Analysis and plan for progress reports from the Project Team.
6. SCHEDULE NEXT MEETING DATE.
 - a. To be determined.
7. ADJOURNMENT.

This meeting notice constitutes an official meeting of the above referenced group and was posted in accordance with all applicable laws related to Open Meetings Law. It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals. For additional information or to request this service, contact the McFarland Municipal Center at (608) 838-3153 or cassandra.suettinger@mcfarland.wi.us

VILLAGE OF MCFARLAND
Committee of the Whole Minutes

Monday, September 24, 2018 - 5:00 PM

1. CALL TO ORDER.

Village President Czebotar called the regular meeting of the McFarland Committee of the Whole to order at 5:03 pm in the Community Room of the McFarland Municipal Center.

2. ATTENDANCE/ROLL CALL.

Committee members present: Village President Brad Czebotar, Village Trustee Jerry Adrian, Village Trustee Stephanie Brassington, Village Trustee Carolyn Clow, Village Trustee Dan Kolk, Village Trustee Mary Pat Lytle, Village Trustee Shaun O'Hearn

Committee members not present: None.

Staff Present: Administrator Matt Schuenke, Community Development Director Pauline Bonness, and Outreach Director Lori Andersen.

3. PUBLIC APPEARANCES.

None.

4. APPROVAL OF MINUTES.

a. Discussion and action regarding minutes of the meeting held on September 10, 2018.

The minutes of the meeting held on September 10, 2018 were approved by unanimous consent.

5. BUSINESS.

a. Presentation(s) organized by the Wisconsin Housing and Economic Development Authority (WHEDA) as a Brief Community Resource Forum.

George Petak from the Wisconsin Housing and Economic Development Authority (WHEDA) was present to lead the discussion regarding State resources available to our Community. He stated that they organize these presentations as a Community Resource Forum to offer a diverse discussion on various funding mechanisms available to help fund projects of all sorts within the Village including affordable housing initiatives.. This also included information from Melissa Hunt of the Wisconsin Economic Development Corporation (WEDC), Richard Sneider from the Board of Commissioners of Public Lands (BCPL), and Billingham from the USDA Rural Development program. Each provided presentations on the organizations they represent and the programs they offer that are relevant to housing and economic development issues within local government including public and private developme

6. SCHEDULE NEXT MEETING DATE.

a. To be determined.

The next meeting date was set at October 8, 2018 at 5:30 pm.

7. ADJOURNMENT.

Motion by Village Trustee Jerry Adrian, second by Village Trustee Stephanie Brassington, to adjourn at 6:30 pm.

Pursuant to law, written notice of this meeting was given to the public and posted on the public bulletin boards in accordance with Open Meetings Law.

Respectfully submitted,

Matthew G. Schuenke
Village Administrator



VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Monday, October 8, 2018

SECTION: Business

DEPARTMENT: Public Works

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion regarding structure of the Public Works Department in relationship to pending vacancy of the Public Works Director position.

PREVIOUS ACTION:

None.

ISSUE SUMMARY:

Allan Coville announced his retirement as Public Works Director on September 18th. This will be effective on December 14, 2018. All things remaining the same, the next step is to bring forward a request to fill the vacancy and if approved the Administrator conducts the recruitment. In this case, the Village Board would approve the final candidate recommended since it is a Department Head level position.

However, it is customary with all positions to review their job description and in this case the Department's structure to see if there are any revisions we should consider. If there are revisions, then they are routed to the relevant Committee the Department works with as well as the Personnel Committee before those revisions are sent to the Village Board for approval with the request to fill the vacancy. It is worth noting that this position has Staff responsibility for the Public Works, Public Utilities, and Parks Committees which when included with the Personnel Committee would require four separate reviews before it reached the Village Board.

It is not suggested this type of review should be avoided; however, what is suggested is that we generally discuss and provide direction on desired changes before the process begins. With direction, Staff can prepare the necessary changes to be presented for review accordingly.

Included in your packet is the job description for the position and current organizational chart for the Department. The Organization Chart was last adopted in September of 2015 for the 2016 Budget process as the file suggests. It will be updated regardless to account for changes in personnel since that time and other changes that might result from this discussion.

FINANCIAL/BUDGET IMPACT:

None.



VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

It is recommended that the Committee discuss the Public Works position in line with the structure for the Department in order to provide some general direction on potential changes it might like to see come forward.

ATTACHMENTS:

1. PWU Director description updated 05.01.14
2. PWU Director description updated 05.01.14

PUBLIC WORKS / UTILITIES DIRECTOR

POSITION DESCRIPTION

Position Title: Public Works/Utilities Director

Department: Public Works/Utilities

Reports to: Administrator/Treasurer

FLSA: Exempt

Represented: No

Employment Status: Full Time

POSITION SUMMARY

Distinguishing Characteristics of the Class

This department head position is responsible for directing and administering the activities of the Public Works/Utilities Department, including street and sidewalk construction and maintenance, construction and maintenance of water, sanitary sewer, and stormwater utilities, vehicle and equipment maintenance, solid waste collection, and maintenance of municipal facilities and parks. The work involves: planning and coordinating the programs and services of the department; selecting, training, and supervising departmental employees; formulating departmental goals and short/long range plans; preparing and administering the departmental budget; and establishing standard operating policies and procedures for the department.

Supervision Received

Performs under general policy direction from the Village Board, Public Works Committee and Public Utilities Committee, and administrative direction from the Administrator/Treasurer, but exercises considerable independent judgement in determining program and work priorities and the technical/operational objectives and practices of the department.

Supervision Exercised

Supervises crew workers through an intermediate lead position, vehicle maintenance and administrative support staff, meter reader, and various seasonal employees.

DESCRIPTION OF WORK

Essential Duties and Responsibilities

- Plans, directs, and exercises general supervision over the work of the Public Works/Utilities Department.
- Prepares and administers annual operating budget. Assures that assigned areas of responsibility are performed within budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal control; assures effective and efficient use of budgeted funds, personnel, materials, facilities and time.

- Recommends public policy, service levels, and municipal ordinances to the Village Board.
- Establishes and enforces internal rules, policies, work methods and procedures.
- Recommends the selection, directs the training, and evaluates the performance of departmental employees.
- Directs the maintenance of appropriate maps, plans, and records, and the preparation of required reports to the Village Board, Wisconsin Department of Transportation, DNR, and the P.S.C.
- Directs the acquisition and maintenance of vehicles and equipment and the inventory of supplies.
- Prepares long-range plans and recommends priorities for the construction, reconstruction, and maintenance of streets, sidewalks, storm sewers and storm water management projects, sanitary sewers, water supply and distribution systems, and Village-owned facilities and parks.
- Coordinates the design and construction of public works and utilities projects with engineers and contractors.
- Performs construction field inspections of public works and utility projects.
- Administers the day-to-day operations of the water utility, sanitary sewer utility, and stormwater utility.
- Processes citizen inquiries or complaints relating to public works/public utilities services and responds to requests for services.
- Represents the department on matters requiring inter-departmental or inter-agency coordination.
- Performs other related duties as required.

Equipment Used

Personal computer/printer and various software applications; calculator, copier, telephone, radio, pager, audio-visual equipment, motor vehicle.

Work Environment and Working Conditions

Works in normal office setting with moderate noise level and under uncontrolled field conditions. Hours beyond normal work week and weekend work required; attendance at evening meetings required. Subject to 24-hour emergency call-in and exposure to extreme weather conditions.

TECHNICAL REQUIREMENTS

Knowledge of

- * Current principles and practices of public works administration and construction and the ability to keep abreast of future developments in the field.
- * Pertinent federal and state laws, regulatory codes, and municipal ordinances and the ability to interpret and apply them in a variety of situations.
- * The measures and standards by which the efficiency, effectiveness, and quality of public works/public utilities services can be evaluated.
- * Methods, techniques, materials, and equipment used in the maintenance, repair and construction projects of public works and public utilities projects.
- * Occupational hazards, safety equipment, and the standard working practices associated with public works and utility functions.
- * Water and wastewater equipment, operations, and processes.
- * Data processing techniques and applications.

Ability to

- † Plan, organize, direct, and evaluate the work of subordinate personnel.
- † Forecast the operational and capital needs of the department and formulate and administer the departmental budget.
- † Establish and enforce standard departmental policies and procedures.
- † Determine proper priorities, and delegate work to accomplish departmental objectives.
- † Maintain necessary records and prepare required reports.
- † Read and interpret maps, graphs, charts, blueprints, and construction plans and specifications.
- † Prepare technical reports, specifications, and bid proposals, coordinate the activities of multiple contractors, and ensure adherence to construction plans and specifications.
- † Administer planning and zoning ordinances and interpret and apply building and dwelling codes.
- † Interpret and implement policy and procedural direction from the Village Board and the Administrator.

- † Establish and maintain effective working relationships with the Village Board, Administrator, other department heads, employees, other governmental agencies, builders, contractors, and the general public.
- † Represent the Village in meetings, public presentations, and before the media.
- † Maintain a valid Wisconsin driver's license.

GENERAL COMPETENCIES

In carrying out the duties of this job, the employee is required to accomplish all of the tasks routinely associated with the performance of office type functions.

The employee must frequently lift and/or move up to 25 pounds and occasionally is required to perform heavy lifting and strenuous physical activity. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

In addition, the employee must be able to satisfy the following competency requirements.

- ◆ **ANALYTICAL SKILLS:** Identify problems and opportunities; review possible alternative courses of action before selecting one; utilize information resources available when making decisions.
- ◆ **COMMUNICATION SKILLS:** Communicate ideas and information both in written and oral form.
- ◆ **PROBLEM-SOLVING SKILLS:** Develop feasible, realistic solutions to problems, recommend actions designed to prevent problems from occurring.
- ◆ **PLANNING AND ORGANIZATIONAL SKILLS:** Develop long-range plans to solve complex problems or take advantage of opportunities; establish systematic methods of accomplishing goals.
- ◆ **READING ABILITY:** Effectively read and understand information contained in memoranda, reports, ordinances, statutes, technical manuals, bulletins.
- ◆ **TECHNICAL COMPREHENSION:** Ability to learn, adopt, and apply new technology, computer systems and software programs.
- ◆ **ABILITY TO COMPREHEND AND FOLLOW INSTRUCTIONS:** Effectively follow verbal or written instructions from supervisor.
- ◆ **MATHEMATICAL ABILITY:** Calculate basic arithmetic problems (addition, subtraction, multiplication, division) without aid of a calculator.

- ◆ **TIME MANAGEMENT SKILLS:** Set priorities in order to meet assignment deadlines.

DESIRED QUALIFICATIONS

A B.A. degree in civil engineering, public or business administration, or related field; a minimum of ten (10) years progressively responsible experience in the public works or utility fields, including five to seven years of experience in a supervisory and administrative capacity; or any equivalent combination of training and experience which provides the required knowledge, skills, and abilities. Must possess or be able to obtain a valid WI driver's license. Village residency is required.

Updated
05.01.14

Village of McFarland

NOTES

- 1. The job duties listed herein are intended only as illustrations of the types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.*
- 2. The work environment characteristics and physical demands described herein are representative of those that the employee encounters or must meet while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*
- 3. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.*

I hereby acknowledge that I have received a copy of and do understand the requirements of this position description. Dated this _____ day of _____, 20____.

Employee Signature

Department Head Signature

PUBLIC WORKS / UTILITIES DIRECTOR

POSITION DESCRIPTION

Position Title: Public Works/Utilities Director

Department: Public Works/Utilities

Reports to: Administrator/Treasurer

FLSA: Exempt

Represented: No

Employment Status: Full Time

POSITION SUMMARY

Distinguishing Characteristics of the Class

This department head position is responsible for directing and administering the activities of the Public Works/Utilities Department, including street and sidewalk construction and maintenance, construction and maintenance of water, sanitary sewer, and stormwater utilities, vehicle and equipment maintenance, solid waste collection, and maintenance of municipal facilities and parks. The work involves: planning and coordinating the programs and services of the department; selecting, training, and supervising departmental employees; formulating departmental goals and short/long range plans; preparing and administering the departmental budget; and establishing standard operating policies and procedures for the department.

Supervision Received

Performs under general policy direction from the Village Board, Public Works Committee and Public Utilities Committee, and administrative direction from the Administrator/Treasurer, but exercises considerable independent judgement in determining program and work priorities and the technical/operational objectives and practices of the department.

Supervision Exercised

Supervises crew workers through an intermediate lead position, vehicle maintenance and administrative support staff, meter reader, and various seasonal employees.

DESCRIPTION OF WORK

Essential Duties and Responsibilities

- Plans, directs, and exercises general supervision over the work of the Public Works/Utilities Department.
- Prepares and administers annual operating budget. Assures that assigned areas of responsibility are performed within budget; performs cost control activities; monitors revenues and expenditures in assigned area to assure sound fiscal control; assures effective and efficient use of budgeted funds, personnel, materials, facilities and time.

- Recommends public policy, service levels, and municipal ordinances to the Village Board.
- Establishes and enforces internal rules, policies, work methods and procedures.
- Recommends the selection, directs the training, and evaluates the performance of departmental employees.
- Directs the maintenance of appropriate maps, plans, and records, and the preparation of required reports to the Village Board, Wisconsin Department of Transportation, DNR, and the P.S.C.
- Directs the acquisition and maintenance of vehicles and equipment and the inventory of supplies.
- Prepares long-range plans and recommends priorities for the construction, reconstruction, and maintenance of streets, sidewalks, storm sewers and storm water management projects, sanitary sewers, water supply and distribution systems, and Village-owned facilities and parks.
- Coordinates the design and construction of public works and utilities projects with engineers and contractors.
- Performs construction field inspections of public works and utility projects.
- Administers the day-to-day operations of the water utility, sanitary sewer utility, and stormwater utility.
- Processes citizen inquiries or complaints relating to public works/public utilities services and responds to requests for services.
- Represents the department on matters requiring inter-departmental or inter-agency coordination.
- Performs other related duties as required.

Equipment Used

Personal computer/printer and various software applications; calculator, copier, telephone, radio, pager, audio-visual equipment, motor vehicle.

Work Environment and Working Conditions

Works in normal office setting with moderate noise level and under uncontrolled field conditions. Hours beyond normal work week and weekend work required; attendance at evening meetings required. Subject to 24-hour emergency call-in and exposure to extreme weather conditions.

TECHNICAL REQUIREMENTS

Knowledge of

- * Current principles and practices of public works administration and construction and the ability to keep abreast of future developments in the field.
- * Pertinent federal and state laws, regulatory codes, and municipal ordinances and the ability to interpret and apply them in a variety of situations.
- * The measures and standards by which the efficiency, effectiveness, and quality of public works/public utilities services can be evaluated.
- * Methods, techniques, materials, and equipment used in the maintenance, repair and construction projects of public works and public utilities projects.
- * Occupational hazards, safety equipment, and the standard working practices associated with public works and utility functions.
- * Water and wastewater equipment, operations, and processes.
- * Data processing techniques and applications.

Ability to

- † Plan, organize, direct, and evaluate the work of subordinate personnel.
- † Forecast the operational and capital needs of the department and formulate and administer the departmental budget.
- † Establish and enforce standard departmental policies and procedures.
- † Determine proper priorities, and delegate work to accomplish departmental objectives.
- † Maintain necessary records and prepare required reports.
- † Read and interpret maps, graphs, charts, blueprints, and construction plans and specifications.
- † Prepare technical reports, specifications, and bid proposals, coordinate the activities of multiple contractors, and ensure adherence to construction plans and specifications.
- † Administer planning and zoning ordinances and interpret and apply building and dwelling codes.
- † Interpret and implement policy and procedural direction from the Village Board and the Administrator.

- † Establish and maintain effective working relationships with the Village Board, Administrator, other department heads, employees, other governmental agencies, builders, contractors, and the general public.
- † Represent the Village in meetings, public presentations, and before the media.
- † Maintain a valid Wisconsin driver's license.

GENERAL COMPETENCIES

In carrying out the duties of this job, the employee is required to accomplish all of the tasks routinely associated with the performance of office type functions.

The employee must frequently lift and/or move up to 25 pounds and occasionally is required to perform heavy lifting and strenuous physical activity. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

In addition, the employee must be able to satisfy the following competency requirements.

- ◆ **ANALYTICAL SKILLS:** Identify problems and opportunities; review possible alternative courses of action before selecting one; utilize information resources available when making decisions.
- ◆ **COMMUNICATION SKILLS:** Communicate ideas and information both in written and oral form.
- ◆ **PROBLEM-SOLVING SKILLS:** Develop feasible, realistic solutions to problems, recommend actions designed to prevent problems from occurring.
- ◆ **PLANNING AND ORGANIZATIONAL SKILLS:** Develop long-range plans to solve complex problems or take advantage of opportunities; establish systematic methods of accomplishing goals.
- ◆ **READING ABILITY:** Effectively read and understand information contained in memoranda, reports, ordinances, statutes, technical manuals, bulletins.
- ◆ **TECHNICAL COMPREHENSION:** Ability to learn, adopt, and apply new technology, computer systems and software programs.
- ◆ **ABILITY TO COMPREHEND AND FOLLOW INSTRUCTIONS:** Effectively follow verbal or written instructions from supervisor.
- ◆ **MATHEMATICAL ABILITY:** Calculate basic arithmetic problems (addition, subtraction, multiplication, division) without aid of a calculator.

- ◆ **TIME MANAGEMENT SKILLS:** Set priorities in order to meet assignment deadlines.

DESIRED QUALIFICATIONS

A B.A. degree in civil engineering, public or business administration, or related field; a minimum of ten (10) years progressively responsible experience in the public works or utility fields, including five to seven years of experience in a supervisory and administrative capacity; or any equivalent combination of training and experience which provides the required knowledge, skills, and abilities. Must possess or be able to obtain a valid WI driver's license. Village residency is required.

Updated
05.01.14

Village of McFarland

NOTES

- 1. The job duties listed herein are intended only as illustrations of the types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.*
- 2. The work environment characteristics and physical demands described herein are representative of those that the employee encounters or must meet while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*
- 3. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.*

I hereby acknowledge that I have received a copy of and do understand the requirements of this position description. Dated this _____ day of _____, 20____.

Employee Signature

Department Head Signature



VILLAGE BOARD SUMMARY SHEET

MEETING DATE: Monday, October 8, 2018

SECTION: Business

DEPARTMENT: Administration

CONTACT: Matt Schuenke, Village Administrator

AGENDA ITEM: Discussion regarding general progress on the Public Safety Analysis and plan for progress reports from the Project Team.

PREVIOUS ACTION:

The Village Board accepted the proposal from RW Management Group and approved its contract on September 24, 2018.

ISSUE SUMMARY:

The contract approved for the Public Safety Analysis calls for the Consultant to work with a Project Team to prepare the draft and final reports for the Village Board to review. This team has been assembled as the Chair of the Public Safety Committee, Village Administrator, Police Chief, and Fire/Rescue Chief. The format is for this small group to work with the consultant to provide data, background information, facilitate interviews, etc. in order for the consultant to complete its work to prepare the report. The contract was authorized that the Project Team would report back to the Committee of the Whole while the information was coming together so that by the time a draft report was presented, a lot of the information had already been disseminated.

The Project Team met with the Consultant as part of a kick off meeting on Tuesday, October 2nd to discuss preliminary tasks as the project commenced. Included in your packet as the first update is the presentation made during that meeting to outline the issues discussed as part of this first update. The main task is for the Consultant to collect data from the Village which has begun and once its been received, it will be reviewed in line with the analysis requested.

The Consultant is also tasked with meeting with various groups from Police, Fire, Staff, and the Village Board to conduct interviews about the services under review. We are requesting three individuals not including Trustee Adrian to participate in this interview on Monday, October 15th at 5:30 pm. The interview process is lead by the Consultant for him to get more familiar with local individuals related to the project and their view on our public safety services. This is projected to last 1 hour. We can discuss on Monday whom would like to participate in that process from the board.

The next Project Team meeting is scheduled for October 30th at 9:00 am to review their



findings of the data collection and interviews as well as talk about next steps in the analysis.

FINANCIAL/BUDGET IMPACT:

None.

VILLAGE PLAN REFERENCE:

None.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

No action needed. This is an update regarding current progress and plan for reporting on the Public Safety Analysis.

ATTACHMENTS:

1. Kickoff Meeting

PUBLIC SAFETY ANALYSIS KICKOFF MEETING

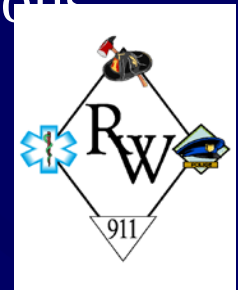
VILLAGE OF MCFARLAND

RW MANAGEMENT GROUP, INC.



PUBLIC SAFETY ANALYSIS

- Kickoff Agenda – October 2, 2018
 - Introduce the RW Project Team
 - Identify RW's Key Contact
 - Review the Project Goals
 - Identify Any Changes in the Project
 - Review Work Plan and Establish Expectations
 - Establish Preliminary Interview Schedule
 - Questions and Comments



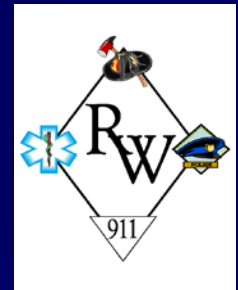
PUBLIC SAFETY ANALYSIS

- Introduce the RW Project Team and Identify the Key Contact
 - Jeffrey R. Roemer, Project Manager and key contact
 - Edmund Henschel, Senior Manager
 - Robert Whitaker, Senior Consultant
 - Kevin Bierce, Senior Consultant
 - Lisa Bergersen, Senior Consultant



PUBLIC SAFETY ANALYSIS

- Project goals
 - Provide a review of the Public Safety Department's
 - Operations
 - Staffing
 - Equipment
 - Facility needs
 - Provide facility growth needs and recommendations for the future

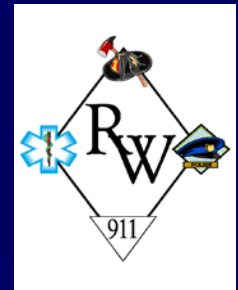


PUBLIC SAFETY ANALYSIS

- Identify Any Changes in the Project
- Review Work Plan and Establish Expectations
 - ✓ Develop project team
 - ✓ Conduct project planning meeting
 - o Obtain and review documentation
 - o Conduct interviews, equipment review and facility tours
 - o Project team meeting - status
 - o October 30, 2018, 9:00 a.m.
 - o Service delivery analysis
 - o Facilities analysis
 - o Equipment needs review

PUBLIC SAFETY ANALYSIS

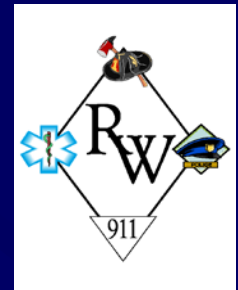
- Review Work Plans and Establish Expectations (continued):
 - o Budgetary analysis
 - o Project team meeting – Recommendations
 - o December 11, 2018
 - o Prepare draft report
 - o Deliver draft report to project team
 - o January 8, 2019



PUBLIC SAFETY ANALYSIS

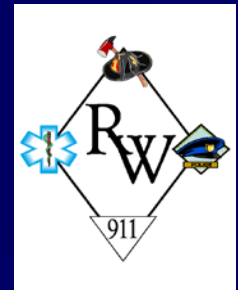
Review Work Plans and Establish Expectations (continued):

- o Project team meeting – Review draft report
 - o January 22, 2019
- o Prepare final report
- o Deliver final report
 - o February 5, 2019
- o Village Board presentation
 - o February 25, 2019



PUBLIC SAFETY ANALYSIS

- Confirm Preliminary Interview Schedule
 - Interviews – October 15-19
 - Fire Department Group
 - Police Department Group
 - Village Administration and Elected Official Group
 - Community Development



PUBLIC SAFETY ANALYSIS

- Questions and Comments

