

Legislative #

150748

Memorandum

From: The Charter Officers

To: The City Commission

Date: March 29, 2016

Subject: Initial recommendations to create effective and efficient government

In follow-up to the City Commission Workshop held on February 23, 2016 regarding Effectiveness in Office, the Charter Officers met to identify areas in which the Charter Officers and Commissioners could improve how we respond to citizen issues, evaluate policy issues, communicate with each other and conduct the public business meetings.

In our discussions, the Charter Officers identified that often the “current practice” exists simply because it has always been done that way or evolved into being done that way, it continues to exist because no one questions it and often it is not representative of best practices.

We looked at our “current practices” with a critical eye and identified areas of concern. We then drew on our own experiences, discussions with others and research of other local government practices – to develop the solutions we propose below. We also recognized that in order to implement any solutions successfully, each Charter Officer and City Commissioner must take ownership of his/her respective role in these solutions and we must hold each other accountable for achieving improvement in how we conduct the public business and serve the citizenry.

In this memo we share with you the initial 4 areas of improvement that we identified, together with proposed steps for implementation. While these initial recommendations are more process-focused (how we conduct business), our continuing work and future recommendations will incorporate more citizen-focused improvements (how we put the citizen at the center of what we do.)

Improvement 1 - Deal more effectively and efficiently with policy referrals

Improvement 2 - Provide a uniform process for responding to citizen issues that is both user-friendly and responsive

Improvement 3 - Improve Commissioner/Charter Officer briefing and communication

Improvement 4 - Run a more effective/efficient City business meeting

Improvement 1: Deal more effectively and efficiently with policy referrals

Current practice: During City Commission meetings, the Commission (at the request of a Commissioner or a citizen) refers policy issues (i.e., city issues of general interest, process-related or regulatory – distinguished from citizen issues discussed in Improvement 2 below) to 9 City Commission Committees.

Concerns with current practice:

- 9 Committee meetings monthly – requires significant amount of Commission and staff time to prepare for and attend the meetings
- Committees are comprised of 2-3 Commissioners, who may hold the minority view on an issue
- Committee recommendation is then brought to Commission, heard again (more staff and Commission time)
- Referral lists become long, may be months before item is discussed by a Committee, items become stale or forgotten
- Items are not analyzed upfront to determine “feasibility” (e.g., legality, how it fits into Strategic Plan and Budget, additional resources required)
- Is not designed to allow for prioritization of issues, so that budget funds and other resources (such as staff time) can be allocated appropriately

Solutions

Step 1: Beginning immediately, stop referrals during Commission meetings and instead follow this process for initial review, analysis, and informed action:

If citizen raises a policy issue during a City Commission meeting or in a communication with Commissioner(s), at least one Commissioner must “sponsor” the issue.

If a Commissioner is interested in his/her own policy issue or “sponsors” a citizen-initiated policy issue, the Commissioner brings the issue to an upcoming “Charter Officer Briefing” (see Improvement 3 below) to be initially reviewed for feasibility.

If Commissioner desires further action after meeting with Charter Officers, appropriate Charter(s) will prepare a “Staff Analysis” (see Improvement 3, Step 3 below) for a future Commission or General Policy Committee agenda.

Step 2: At the April 21, 2016 City Commission Meeting, the Charter Officers will provide the Commission with a recommended action to dispose of all outstanding Committee referrals. The recommended action will be either: sunset the item or assign the item to staff for a “Staff Analysis” and placement on a future General Policy Committee or Commission agenda.

Step 3: At the April 21, 2016 City Commission Meeting, adopt a Resolution effective April 30, 2016 revising the City Commission Rules to repeal all Commission Committees except the General Policy Committee and Audit & Finance Committee (the latter is required by state law).

Step 4: On April 30th of each year (commencing in 2017), all referrals pending in the General Policy Committee and Audit & Finance Committee will sunset (and a report of the sunset will be made to the City Commission), unless the Committee affirmatively votes to retain the referral for further work.

Improvement 2: Provide a uniform process for citizen issues that is user-friendly and responsive

Current practice: Commissioners are contacted by citizens concerning a “citizen issue” (i.e., an issue that is personal to that citizen, such as a pothole in their street, a GRU billing issue, difficulty obtaining a permit) and Commissioners all handle in different ways – ranging from discussing with a Charter Officer to actually handling the matter himself/herself. Likewise, City Departments all handle citizen issues in different ways.

Concerns with current practice:

- Citizens cannot readily track the progress of their issue
- Commissioner involvement in issue likely “elevates” the issue, even if Commissioner does not intend to do so
- Commissioner focus should be on policy and holding Charter Officers accountable for resolving citizen issues
- Commissioners and City staff do not have uniform system/tool to input and track citizen issues

Solution

The Charter Officers are working on enhancing the current 311GNV Work Management System and its ability to integrate with other work management systems utilized by particular departments, with the end goal to have one platform that functions effectively across the organization. Once functional:

1. We will encourage citizens to input their issue directly into 311GNV;
2. If a citizen instead chooses to communicate his/her issue to a Commissioner, the Commissioner can input the issue into 311GNV for the citizen or, if it is a more confidential issue, the Commissioner can discuss with the appropriate Charter Officer; or
3. If a citizen discusses his/her issue at a City Commission Meeting, the appropriate Charter Officer will provide contact information for a member of City staff to follow-up and assist the citizen with the issue.

Improvement 3: Improve Commissioner/Charter Officer briefing and communication

Current situation: Charter Officers meet weekly, bi-weekly or as-needed with Commissioners. There is no uniform agenda or clear expectations for these meetings. An agenda review meeting (open to the public) occurs each Wednesday the week before each Commission meeting, at which each Charter Officer presents a very quick explanation of their agenda items, Commissioners who attend make requests for agenda items and re-order agenda items. Although Charter Officers review agenda items coming from their Departments, there is no standard format or staff analysis that would provide Commissioners a consistent “one-stop” briefing on the issue.

Concerns with current situation:

- No opportunity for substantive review and questions about upcoming agenda items
- Commissioners have to spend considerable amount of time preparing for the meeting and may feel unprepared or overwhelmed with excessive back-up materials
- Agenda items run long with questions, rather than just debate, public input and decision-making
- Individual meetings with each Charter Officer require a significant amount of time for the Charter Officers and Commissioners and do all Commissioners receive the same information?
- Issues often overlap Charter Officer areas of responsibility, meetings with individual Charter Officers may not provide opportunity for robust, fully informed conversation and frank review and analysis of issues

Solutions

Step 1: Charter Officers/Commissioner Briefing Meetings - The Clerk will schedule standing 1- 1 ½ hour meetings of all Charter Officers and each Commissioner individually. The meetings will be scheduled during the Monday, Tuesday and Wednesday the week before the week of the regular Commission meeting. For example, the first meetings will be scheduled on Monday, May 9 through Wednesday, May 11. The agenda for each meeting will be as follows: Commissioner Policy items (see Improvement 1, Step 1 above); briefing of next Commission meeting agenda items; and time permitting, updates from each Charter Officer.

Step 2: Mayor’s Agenda Management Meeting – At the April 21, 2016 Meeting, adopt a Resolution effective April 30, 2016, amending the Commission Rules to define this meeting for the limited purpose of managing and finalizing the agenda (for example, adding last minute items, moving items from consent agenda to regular agenda or to a future agenda.) The meeting is not for discussing or asking questions about the substance of agenda items and all Commissioner, staff and public comment shall be limited to agenda management. Once finalized, the agenda cannot be further modified (except to add back-up to existing items or to add items that are of an emergency or time sensitive nature) until the adoption of the agenda on the day of the meeting.

Step 3: Charter Officers will develop a form “Staff Analysis” document that will be used for policy discussion items to provide Commissioners and citizens with a “one-stop” key document that thoroughly reviews the issue. The “Staff Analysis” will describe the present situation (history/background), what changes are being proposed and any other alternatives that may be considered (with an analysis of the pros and cons, fiscal impact and legal concerns/constraints of each) and a recommendation. Two examples of staff analysis are provided in Attachment A to this memo.

Improvement 4: Run a more effective/efficient City business meeting

Current situation: The Commission Rules specify the afternoon of the 1st meeting of the month is for GRU items and the afternoon of the 2nd meeting of the month is for General Government items. The agenda format has numerous categories that are often not used. Remaining afternoon items are moved to end of the evening agenda. Citizen comment occurs prior to business items at 1pm and 6pm.

Concerns with current situation:

- Since few GRU items are placed on the 1st meeting agenda and many General Government items are on the 2nd meeting agenda, the second meeting of month is generally much longer
- After 10pm, it becomes more difficult to be engaged or focused
- The agenda is not easy to follow and there is little certainty as to time when items will be heard, citizens, petitioners and their experts and City staff must wait (hours = time & money) for business items to be heard
- General citizen and Commission comment consumes a considerable amount of meeting time before business items
- Citizen comment and verbal exchanges between Commissioners and citizens are time consuming and create negative environment
- Citizens should not have to attend the meeting to provide input for Commission consideration

Solutions

Step 1: At the April 21, 2016 Meeting, adopt a Resolution effective April 30, 2016, amending the City Commission Rules to reformat the Order of Business as follows:

1pm - Call to order afternoon session

Invocation	
Adoption of Consent Items	(GRU, General Government, Audit & Finance Committee and General Policy Committee)
Adoption of Regular Agenda	
Business Discussion Items	(GRU and General Government placed on agenda by Charter Officers or moved from Consent)
Committee Discussion Items	(placed on agenda by either Audit & Finance Committee or General Policy Committee or moved from Consent)
Other Policy Discussion Items	(if the Commission does not get to these items, they are continued to the next regular Commission meeting, not to the evening session)
Informational Presentations	(items that do not request or require any Commission action)
Citizen Comment, for items not on the agenda	

4:30-5:30 Evening Break

5:30 – Call to order evening session

Pledge of Allegiance
Proclamations/Special Recognitions

General Public Hearings Resolutions Ordinances Planning Petitions	(items required to be heard in the evening)
Citizen Comment, for items not on the agenda	
Commission Comment	

10pm or earlier – adjourn

Step 2: Stay “on task” and “on time” – This will require each Commissioner and Charter Officer and their respective staff to personally commit (and hold each other accountable) to keep the focus of the business meeting on timely and relevant debate, public input and decision-making.

Step 3: Improve Citizen Comment - The thought here is not limit or marginalize citizen input, but rather to make it more user-friendly, meaningful and focused. Below are some guidelines that other local governments use to manage citizen comment:

- Limit comments to City issues only
- Each citizen may speak at one general comment period per meeting; or alternatively have only one general comment period during the meeting
- Respect that it is citizen comment – thank citizen for input, do not rebut/argue with citizen speakers, or demand a staff response on the spot. If response or further action is appropriate, provide the citizen with a contact person (see Improvement 1 above)
- Do not broadcast general citizen comment
- No overhead projection or display of materials, citizen can provide hard copies to Clerk

The Commission may wish to consider implementing some of the above guidelines into the City Commission Rules. The Charter Officers are exploring and will bring back to the Commission ideas for more user-friendly, real-time ways for citizens to provide input on Commission agenda items and other City business, rather than citizens having to attend the meeting or send an email that may get lost in a large in-box, or not read until after the meeting.

ATTACHMENT "A"

**Agenda Item Details**

Meeting	Jan 27, 2016 - City Commission Meeting & Summary
Category	13. POLICY FORMATION AND DIRECTION
Subject	13.09 Discussion of proposed changes to holiday and personal leave policies -- Raoul Lavin, Assistant City Manager of Administration & Professional Services
Type	Action, Discussion
Preferred Date	Jan 27, 2016
Absolute Date	Jan 27, 2016
Fiscal Impact	No
Recommended Action	Option 1 - Approve changes to the City's holiday policies as recommended below and provide one employee floating day in addition to the nine officially observed holidays. Additionally, modify the personal leave policy to provide general employees, not covered under a bargaining unit contract, two personal leave days (16 hours assuming full-time status) to be used for personal business.

For more information, please contact: Ellen Blair, Human Resources Manager, 850-891-8538

Statement of Issue

The City of Tallahassee has been known to be one of the employers of choice in the community in large part due to the professionalism of the organization as well as the overall benefits package offered by the organization to its employees. This has resulted in the City being able to recruit and hire the best candidates for vacant positions and also ensure minimal turnover at all levels of the organization.

In order to maintain our employer of choice status, we continually review the employee benefits package to ensure that our benefits are within best practices among peer municipalities and governmental entities. Recently, it has come to our attention that our leave policy, specifically as it relates to official holiday leave and personal leave, has not kept up with our peers.

This agenda item provides some background information about our current policy, provides a comparison with other governmental entities across the state and locally, and finally makes recommendations on possible changes to the City's holiday leave policy that will place the City in line with the holiday leave practices of our local peers.

Fiscal Impact

Adoption of the proposed changes to holiday and leave policies will result in City of Tallahassee operations being closed one less day from current practice, resulting in approximately \$284,000 in overtime expense savings across all funds.

Recommendation

Option 1 - Approve changes to city's holiday policies as recommended below and provide one employee floating day in addition to the nine officially observed holidays. Additionally, modify the personal leave policy to provide general employees, not covered under a bargaining unit contract, two personal leave days (16 hours assuming full time status) to be used for personal business.

Supplemental Material/Issue Analysis

In addition to an employee's personal and sick leave benefit, annually the City observes nine official holidays throughout the year. These are as follows:

New Year's Day	Veteran's Day
Martin Luther King, Jr. Day (third Monday in January)	Thanksgiving Day
Memorial Day (last Monday in May)	Friday after Thanksgiving
Independence Day	Christmas Day
Labor Day (first Monday in September)	

At the discretion of the City Manager, an additional floating day has been designated each year. Traditionally, this extra day has been designated around the Christmas Holiday; however, in 2015 in an effort to add a holiday in between the Martin Luther King Holiday (January) and the Memorial Day Holiday (May) the City Manager designated President's Day on February 16, 2015 as the tenth official holiday for 2015.

In reviewing best practices related to the number of observed holidays provided by governmental entities across the state and locally, it is staff's belief that the City's current practices have fallen slightly behind. The following table provides an illustration of the total number of holidays provided by municipalities as well as for those governmental agencies within the Tallahassee area. It should be noted that for consistency, the municipalities surveyed are the same ones used in the annual municipal cost comparison in the budget.

HOLIDAY LEAVE DAYS

Comparison for 2015

MUNICIPALITY	# of Holidays
City of Pensacola	9
City of Fort Lauderdale (9 plus any other days designated by Commission)	9-10
City of Gainesville (depending on employee group)	10-12
City of Daytona (9 days plus two City Manager designated floating days)	11
City of Lakeland (10 plus one floating day)	11
City of Largo (11 plus one day at every 5th year anniversary)	11
City of West Palm Beach	11
City of Orlando (9 Holidays plus 3 floating days)	12
City of Clearwater (10 days plus 3 employee floating days)	13
City of Hollywood (12 holidays plus employee's birthday)	13

Local Governmental Entities

Leon County (9 plus 3 employee floating days)	12
City of Tallahassee (9 plus one City Manager designated floating holiday)	10
Leon County School Board (8 holidays plus closed 2 weeks between Christmas and New Year's Eve)	16
State of Florida (9 holidays plus one employee floating day)	10
Florida State University (9 holidays plus University closed during December break)	15
Florida A&M University (9 holidays plus University closed during December break)	15
Tallahassee Community College (9 holidays plus University closed during Spring Break and December break)	25

All of the organizations listed above observe the same core holidays as those observed by the City of Tallahassee. Other holidays observed by some municipalities include President's Day (February), Columbus Day (October), Christmas Eve (December) and New Year's Eve (December). It should also be noted that locally, the Leon County School Board, Florida State University, Florida A&M University and Tallahassee Community College close their campuses/offices during a portion of the semester break in December (usually the period between Christmas and New Year's holidays). Tallahassee

Community College also closes during the week of spring break. Employees are not required to take personal leave during this period.

Leon County (Attachment 1) observes nine official holidays and provides employees with three floating days. Additionally, for those years when the Christmas or New Year's holiday fall on a Thursday or a Tuesday, Leon County is officially closed the day of the holiday as well as the Friday or Monday, thereby providing employees with a four day weekend during these two holidays. As this is included in the holiday policy, there are no questions from employees related as to whether or not offices are opened or closed.

Over the years during the December holiday season, speculation arises from our employees over what days the City will be open or closed. This is particularly the case in years when the official holidays have been on either a Thursday or a Tuesday, with the question focusing on whether the City will close for four day weekends over Christmas or New Year's holidays. In the past, the City Manager has made a decision on this and sometimes utilized the extra floating day or in some instances granted an extra day beyond the official ten official observed holidays. As the extra day for 2015 was given on President's Day, the City was not closed any additional days during Christmas/New Year's Day last year.

Holiday versus Floating Day

As the chart above indicates, the City's holiday policy is not in line with our peers. Two options are available should the City Commission choose to modify our existing policy. One option would be to increase the number of officially observed City holidays. This would mean the closure of most City facilities on the additional days. Although savings would be realized as a result of facilities being closed, e.g. utilities and fuel, there would be additional overtime costs associated with those employees that would be required to work during the holiday (utility crews, public safety, etc.). During the most recent Veteran's Day Holiday, the City spent \$284,000 on overtime expenses across all funds. Approximately \$114,000 of this expense is associated with the general fund and is mostly related to public safety overtime.

The second option would be to provide an employee floating day. A number of municipalities offer their employees floating days in addition to the official holidays when the organization is closed for business. Floating holidays are available for employees to utilize at their choosing and does not require that the entire organization close for business. Overall customer service is not impacted and overtime expenses are not required as facilities remain open.

Recommendation

In order to continue to be an employer of choice, staff is recommending that the City's holiday policy be modified to be more in line with best practices.

Holiday Policy

It is recommended that we continue to observe the nine official holidays as listed above but also provide employees with one floating holiday to be taken at the employee's discretion. Additionally, it is also recommended that the holiday policy be modified to indicate that if the Christmas or New Year's Day holidays fall on a Thursday or Tuesday, the City will automatically observe the Friday/Monday as an official holiday thereby providing a four day weekend to employees. The next time that this will occur will be in 2018 and then again in 2025.

The following conditions would apply to the floating day:

- The floating day would have to be taken within the year given.
- Cannot be carried over into a new year.
- The floating day must be used in full and cannot be split for use on multiple days.
- Will not be paid if unused.

This recommendation retains the total number of employee holidays but does not result in the City having to close operations for one day and incur overtime expenses. Additionally, only observing the nine official holidays instead of the ten currently observed will result in overtime savings within all funds. This recommendation would apply to all City of Tallahassee employees including those employees covered by a collective bargaining agreement.

Personal Leave Policy:

It is recommended that the personal leave policy be modified to indicate that general employees not covered under a collective bargaining unit are eligible for two (2) personal leave days (16 hours assuming full time status). Personal leave days are intended to give flexibility to the employee and can be used for personal business.

Option 1 Approve changes to city's holiday policies as recommended above and provide one employee floating day in addition to the nine officially observed holidays. Additionally, modify the personal leave policy to provide general employees, not covered under a bargaining unit contract, two personal leave days (16 hours assuming full time status) to be used for personal business.

Pros:

- Keeps the City's holiday policies in line with our peers.
- Results in overtime savings (estimated at \$284,000 in overtime expense) as the organization will be officially closed one less day (nine official holidays versus the current practice of ten).
- Offering of additional personal leave days allows the employee flexibility to care for personal business issues.

Cons

- Any operational impact can be mitigated based on appropriate management of employee leave schedule.

Option 2 Continue current holiday policies of nine official days plus one floating holiday designated by the City Manager.

Pros

- Maintains existing policy which employees are familiar with.

Cons

- Is not representative of best practice.
- Results in one additional closure day that results in overtime expenses (estimated at \$284,000).

Attachments/References

Attachment 1 - Leon County Holiday Policy

[Leon County Holiday Policy.pdf \(30 KB\)](#)



OFFICE OF THE CITY MANAGER

Council Meeting Date: May 13, 2014
Staff Report #: 14-087

Agenda Item #: F-2

REGULAR BUSINESS:

Approve a Modification to the Fiscal Year 2013-14 Budget to Appropriate \$30,000 from the Capital Improvement Program Fund Balance for the Santa Cruz Avenue Enhanced On-Street Seating Pilot Program as well as the Design for the Santa Cruz Avenue Enhanced On-Street Seating Pilot Program

RECOMMENDATION

Staff recommends that the City Council approve:

1. A modification to the Fiscal Year 2013-14 Budget to appropriate \$30,000 from the Capital Improvement Program Fund Balance for the Santa Cruz Avenue Enhanced On-Street Seating Pilot
2. The design for the Santa Cruz Avenue Enhanced On-Street Seating Pilot Program

BACKGROUND

During the 2014 City Council Goal Setting meeting, the City Council discussed enhancing opportunities for outdoor seating as a valuable tool for increasing vibrancy on Santa Cruz Avenue and supporting local merchants. Mayor Mueller suggested that staff consider this type of outdoor seating enhancement following a personal visit to Carlsbad, CA. Staff researched examples in other cities as well for developing the recommended plan. Mountain View's Outdoor Café Program has provided valuable insights for developing the proposed pilot program.

On March 25th, Mayor Mueller and Vice Mayor Carlton hosted a meeting at City Hall with a number of downtown Merchants who were interested in discussing opportunities for improving downtown. The discussion included additional public events, capital improvement projects and enhanced outdoor seating opportunities. The Merchants were supportive of the concept of an outdoor seating pilot program and liked the Mountain View model as well.

On April 21st, Mayor Mueller and City Staff hosted the first Quarterly Small Business Roundtable. Vice Mayor Carlton as well as Council Members Keith and Ohtaki also welcomed over 35 representatives from small businesses in Menlo Park. Menlo Park

Chamber of Commerce President/CEO Fran Dehn was in attendance as well and is supportive of the concept. Ms. Dehn regularly works directly with the City to develop strategies for enhancing the retail experience. A number of downtown business representatives attended and also shared their support for the concept of the downtown seating enhancement program.

ANALYSIS

Currently, \$80,000 has been budgeted in the FY 14-15 Capital Improvement Program (CIP) Budget for enhancing outdoor seating. This CIP Budget item was established as a result of the stated goals of the El Camino Real/Downtown Specific Plan. Specifically, (1) enhancing pedestrian amenities along Santa Cruz Avenue and (2) expanding shopping, dining and neighborhoods services. We are seeking \$30,000 from that future appropriation to accelerate the project.

The Specific Plan allows for public improvement pilot programs as “the basis for the review and consideration of a permanent installation.” This pilot program will provide the City with the opportunity to assess the level of public interest in similar permanent improvements on Santa Cruz Ave., while also supporting the City Council’s goal of providing escalated public space enhancements.

As staff considered potential locations for this pilot program, it became clear that the logical choice was parking area in front of the Left Bank Brasseries. Left Bank has obtained the proper outdoor seating permit and has established a track record of compliance with the conditions of their permit. The pilot program will have a *de minimis* effect on parking. As attachment A illustrates it will require the removal of only one 1-hour space, one 15-minute space and some motorcycle parking that is rarely used. The intersection of Santa Cruz and Doyle is controlled with stop signs reducing the speed of vehicular traffic and providing an additional margin of safety for the public.

If approved by the City Council, City Staff will formalize an agreement with The Left Bank Brasseries to provide the planters that will be used to section off the seating area, soil and trees if deemed desirable. The Left Bank Brasseries has agreed to provide tables and chairs for the area as well as install and maintain landscaping consistent with their existing landscaping in the planters. Staff has also made it clear that the planters and any landscaping in them belong to the City and may be removed at the end of the pilot program for use in other locations.

Staff will report back to the City Council with an assessment of the pilot program and recommendations for further permanent seating enhancements.

IMPACT ON CITY RESOURCES

There is no expected net fiscal impact to the Capital Improvement Program Fund as a result of this action. There is an equivalent amount of funding in the Downtown Streetscape Improvement Project (Specific Plan) slated for next fiscal year. These

funds will not be necessary if this appropriation is approved and can be administratively returned to fund balance during the year end closing process.

The appropriation of \$30,000 will allow for the scope of work necessary to complete the pilot program. The planters will be delivered and setup by the company that the City is purchasing them from. Staff will likely amend an existing contract with one of our landscaping contractors for installation of the soil and trees.

POLICY ISSUES

The pilot program has been developed in line with the goals and policies of the El Camino Real/Downtown Specific Plan as well as the City Council's goals for enhancing vibrancy Downtown and expediting public improvements.

ENVIRONMENTAL REVIEW

Council approval of this project includes a finding that it is categorically exempt under Class 4 (Section 153014 "Minor Alterations to Land") of the current CEQA Guidelines.

PUBLIC NOTICE

Public Notification was achieved by posting the agenda, with this agenda item being listed, at least 72 hours prior to the meeting.

ATTACHMENTS

- A. Santa Cruz Avenue Enhanced On-Street Seating Pilot Program Design
- B. Example Railing Detail
- C. Example Planter Detail

Report prepared by:
Jim Cogan
Economic Development Manager