



STRATEGIC
COMMUNITY PLAN
2022-2032





ACKNOWLEDGEMENT

The Shire of Katanning acknowledges the Noongar People as the Traditional Custodians of the land on which we live, work and play, and pay our respects to their Elders past and present. The Shire of Katanning extend that respect to Aboriginal and Torres Strait Islander peoples here today.



Shire of
Katanning
Heart of the Great Southern



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MESSAGE FROM THE SHIRE PRESIDENT

The Shire of Katanning has developed the new Strategic Community Plan 2022 – 2032 that will guide Katanning's future for the next ten years.

I'd like to thank those members of our community who played a vital role in putting your visions and ideas via workshops, one on one, responding to questionnaires, and offering suggestions via the big idea cards. Your responses are extremely encouraging. Our community has proven to be welcoming, friendly and proactive and the Shire has incorporated the feedback into the new Strategic Community Plan.

It is important to acknowledge and reflect on what we have achieved in the last four years. I am proud of our community and all that we have done together, but we recognise that there is still more to do.

The community's previous input to the last Strategic Community Plan led to more than 70 different outcomes, including the rejuvenation of the iconic All Ages Playground, the redevelopment of Piesse Park, upgrades at Lake Ewlyamartup and Lions Park, youth and senior programs, services and events that support our diverse community and many more.

Council always has a role to play, whether it's leading, supporting or advocating for the community. I'd like to acknowledge our Councillors' engagement in the strategic community planning process, their sentiments continued to reflect a close alignment with the community's aspirations.

The Strategic Community Plan is the Shire's highest level strategic document that has outlined the long-term vision, values, aspirations and priorities for Katanning over the next 10 years, in implementing this plan and maintaining its relevance through regular reviews, the objectives of the Strategic Community Plan will be effectively delivered by working in partnership with the community, other Shires, State and Federal Government and the Private sector.

We look forward to working with you all and, as always, encourage you to provide us with feedback on how we are doing and get involved as we continue to make Katanning the great place to live, work and play.

Liz Guidera, Shire President





INTRODUCTION

STRATEGIC COMMUNITY PLAN

Our Strategic Community Plan 2022 is the Shire's primary strategic planning document. It sets our aspirations, goals, and objectives we would like to achieve to service and support its community. The plan has a lifespan of 10 years and is regularly reviewed.

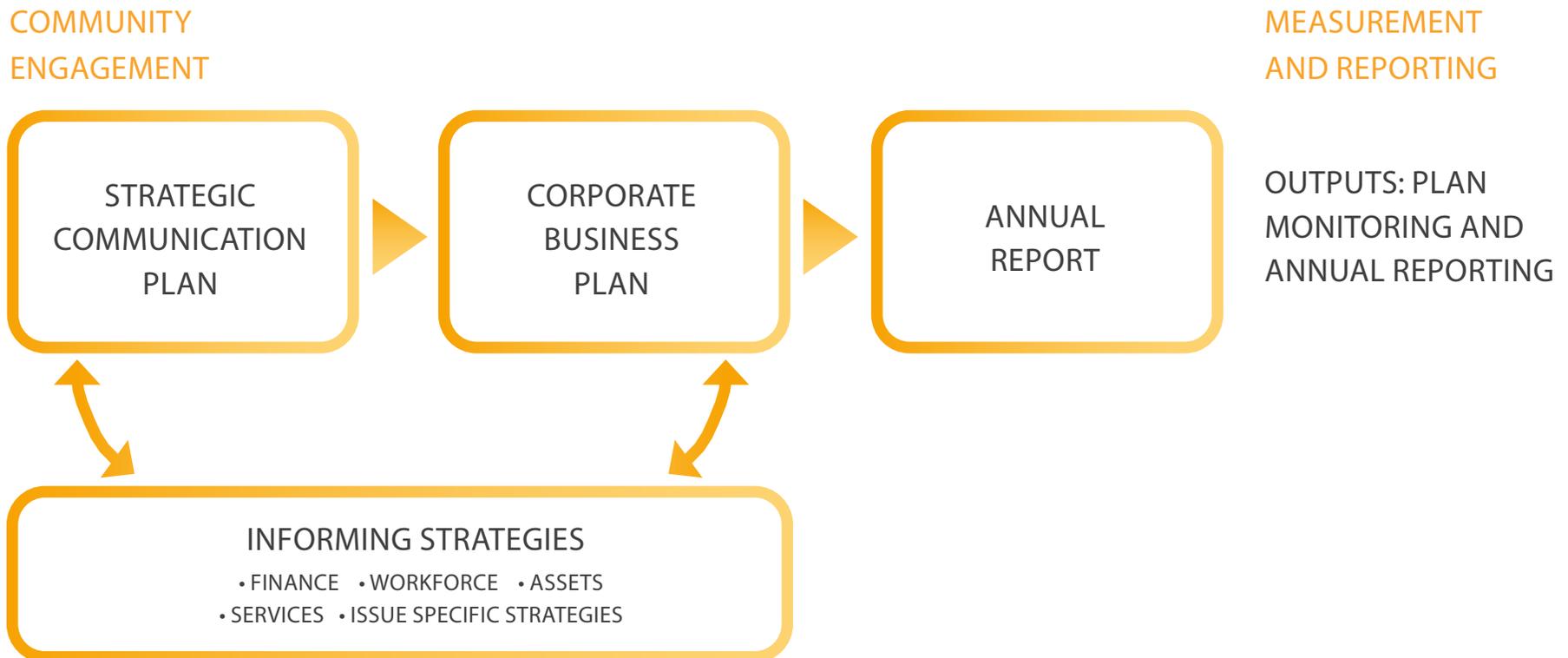
INTEGRATED PLANNING FRAMEWORK

All local governments in Western Australia are required to prepare a plan for the future under S5.56 (1) of the Local Government Act 1995.

The minimum requirements of the plan for the future are set under the Local Government (Administration) Regulations 1996, which requires the development of a Strategic Community Plan and Corporate Business Plan.

These documents are delivered through Integrated Planning and Reporting Framework to ensure greater level of community input and effective delivery of the local government's strategic intentions. This framework is depicted below.

Figure1: Element of the Integrated Planning Framework (Source: DLGSC)





REVIEW SCHEDULE

To ensure that the plan for the future remains current and relevant, regular reviews of the key documents are required under the legislation. The review frequency is described below.

Document	Review Frequency
Strategic Community Plan	A minor (desktop) review of the Plan is required every two years. A major review of the Plan is required at least once every 4 years. This includes comprehensive consultation with the community.
Corporate Business Plan	Every year

HOW THE PLAN IS USED

The Strategic Community Plan sets the vision and goals for the Shire for the next 10 years. It helps the Shire understand the community priorities and where the focus should be for future projects, initiatives and action.

This Strategic Community Plan has identified six focus areas which are the basis for the aspirations and objectives. These six focus areas are:

-  Social
-  Economic
-  Built environment
-  Culture
-  Natural environment
-  Leadership



Projects, initiatives, and actions will be assessed against the various objectives to ensure that they meet the vision and aspiration of the Shire and its community.

The objectives remain broad to ensure that the Shire can be flexible and responsive to changing circumstances and funding available, whilst still achieving outcomes for the community . This approach also allows for innovative ideas to be considered over its lifespan.

MEASURING OUR PROGRESS

The Strategic Community Plan includes an implementation plan which reflects the objectives in the order of community priority and also recognises that some objectives require a longer term approach. Priorities are short term, Medium Term or longer-term.

This Strategic Community Plan will be supported by an Implementation Plan which details the Shire projects, initiatives and actions undertaken, categorised into the Strategic Community Plan objectives. This will enable the Shire to understand when objectives are being met and when they are not.



OUR COMMUNITY

The Shire of Katanning is a unique and diverse place, nestled in the north of the Great Southern region of Western Australia, approximately three hours south east of Perth.

Covering an area of 1,523km², the Shire encompasses the suburbs of Badgebup, Carrolup, Cobline, Coyrecup, Ewlyamartup, Katanning, Marracoonda, Moojebing, Murdong, Pinwernying and South Datatine.





OUR PEOPLE

- 4,151 people
- Aboriginal and Torres Strait Islander People: 7.5%
- Median age: 40 years
- Median weekly household income: \$1,205
- Common ancestries: Australian 29.2%, English 23.4%, Scottish 4.6%, Irish 3.8% and Karen 3.5%
- Language other than English: Malay 5.5%, Karen 4.1%, Hazaraghi 1.6%, Burmese 1.6% and Mandarin 1.0%



OUR COMMUNITY

- Community groups: 37
- Sporting clubs: 34
- Religious institutions: 10
- Employment: 1,905 jobs
- Largest industry sector: Wholesale trade (19.54% of total output)
- Largest industry employer: Wholesale trade (15.74% of total jobs)



ANNUALLY

- 17 – 25 Katanning Youth Events
- 4 – 6 Katanning Library Events + weekly Lego Club and Story Time
- 8 – 10 Katanning Gallery Exhibitions & Events
- 16 Katanning Leisure Centre Events
- 3x Katanning Town Hall Shows
- 5 – 10 Economic Development Workshops for Local Businesses Capacity
- 3 – 6 Bloom Festival Events



OUR PLACES

- Number of Dwellings: 1,622
- Dwelling ownership: 31.4% were owned outright, 30.4% were owned with a mortgage and 33.9% were rented.
- Number of local businesses: 80
- Parks and reserves: 11
- Educational Institutions: 9 (kindergarten to tertiary)
- Emergency service facilities: Hospital (1), Police (1) and Fire (5)
- Length of sealed roads: 255km
- Length of unsealed roads: 529km

References: [ABS 2016 Census](#), [REMPPLAN, 2022](#), [Shire of Katanning, 2022](#)



ENGAGEMENT

GATHERING IDEAS

We sought ideas from the community to understand what their vision for the future was. The community was Short Termly engaged, and the feedback was gathered from:

150 flyers handed out

453 Shire newsletters circulated
Shire wide (twice)

30 posters displayed around town

2 pop up events

3 drop in sessions

7 community groups

1 static display at the library

345 MARKYT® Community
Scorecards completed

14,129 Words and ideas provided
in the MARKYT® VoiceBank

3 local community events,
information was provided

611 in person interactions

30 online survey responses

11 agencies

55 social media interactions

122 visits to the Shire's website

CONFIRMATION OF IDEAS

The ideas generated in the first phase of engagement led to the development of draft aspirations and objectives.

The community indicated which draft aspirations and objectives were important to them, resulting in:



SOCIAL: 368 votes (31%)



NATURAL ENVIRONMENT:
186 votes (16%)



ECONOMIC: 250 votes (21%)



CULTURE: 116 votes (10%)



BUILT ENVIRONMENT:
204 votes (17%)



LEADERSHIP: 75 votes (6%)

From these six aspirations, 27 objectives were established. From these, the top five priorities indicated through this process were:

1. Social objective: To provide access to services, support and activities for young people (120 votes)
2. Built environment objective: To provide well maintained public and open spaces that facilitate active and passive recreation (96 votes)
3. Social objective: To support and encourage community events that bring us together (90 votes)
4. Economic objective: To enable more businesses to locate in Katanning to support the needs of the local population (78 votes)
5. Social objective: To provide support for the physical and mental health and wellbeing of our community (75 votes)

HOW IS THE FEEDBACK USED?

The feedback was used to understand where the community priorities are, and the objectives have been classified as short term, medium term and longer term priorities. The prioritisation of objectives will assist the Shire in its' decision-making process and to focus first on those things that the community is most passionate about.

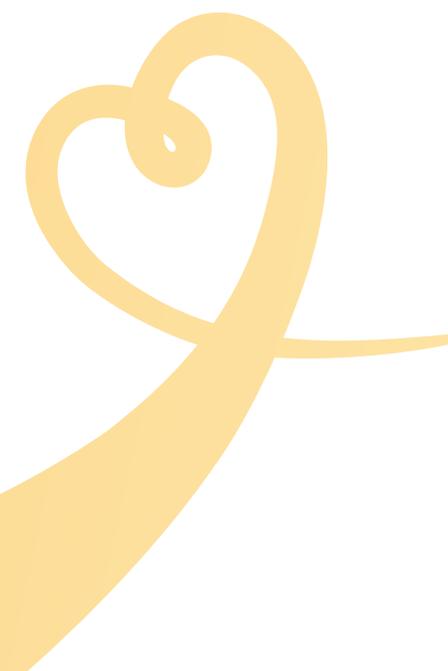
We also collected hundreds of ideas, projects, and initiatives from the community which can be used by the Shire in their planning, development, and management of the Shire.



THE STRATEGIC COMMUNITY PLAN

OUR VISION

Katanning is a safe, sustainable, and prosperous community. We respect and celebrate our diverse culture.





SOCIAL

The community of Katanning identified the importance of creating a safe place to live and a desire to see a reduction in crime and antisocial behaviour in the community.

Katanning's demographic is diverse and ensuring that there is adequate infrastructure and services to support them is essential to enhance our places, spaces and community.

The community greatly value the community events and festivals that encourage togetherness and sharing of cultures, and strongly support their continuation.

“
 Aspiration:
 Katanning is a vibrant, active place that encourages its community to thrive.
 We will aim to provide access to services and support to all members of the community to create a safe, connected and cherished place to live, learn, work and play.
 ”

Objective	Community Feedback	Council's role
S1: To provide support for the physical and mental health and wellbeing of our community.	The community indicated the need to improve access and resources to mental and physical health support, that suits all members of our diverse community.	We will advocate for our community by fostering relationships with the Department of Health to investigate opportunities for improved access to health care.
S2: To provide a safe place to live, work and play.	The community is concerned about antisocial behaviour. Improving safety through the provision of infrastructure such as lighting and cameras and resources such as more police were suggested.	We will lead the opportunities to upgrade and provide infrastructure to improve surveillance on the street and advocate through the West Australian Police to encourage behaviour change and community partnership.
S3: To provide access to services, support and activities for young people.	The community would like to see more services, support, events, programs and active recreation spaces and facilities specifically for youth.	We will support the development and roll out of services, spaces, events, and programs for our young people.
S4: To provide support, services and infrastructure for people with disabilities.	The community suggested improving access around town for people with disabilities and providing more services and activities.	We will lead the review of the Shire's Disability Access and Inclusion Plan and improvements to Shire managed infrastructure to enable improved accessibility. We will support new opportunities and programs for people with disabilities.
S5: To support and encourage community events that bring us together.	The community were supportive of recreation, arts, creativity and food and beverage events that bring the community together.	We will lead the coordination and implementation of major community events.



BUILT ENVIRONMENT

There is a strong desire from the community for a well-maintained town and entrances to town. Maintenance and tidying to both the natural environment (e.g. verges) and built environment (e.g. shops and houses) around town were identified as opportunities to designing places where people want to live, work and play.

The Shire’s active and passive recreation spaces were strongly valued and should continue to be maintained and enhanced.

The community wanted infrastructure – footpaths, cycle paths and roads, that was safe and enabled improved movement throughout the Shire. Housing was identified as an issue for the community, both supply and diversity.

“

Aspiration:
Katanning is a beautiful, well serviced place
that invites people to stay.

We will work to provide our community with
the services, infrastructure and facilities that
meet its needs.

”

Objective	Community Feedback	Council’s role
BE1: To take pride in our town to create an inviting and welcoming place.	The community were concerned with the appearance of town entries, streets, shops and houses and saw opportunities to improve beautify, tidy and create vibrancy.	To lead by example and continue to maintain and beautify Shire managed spaces and places and find innovative ways to encourage the community to get involved too.
BE2: To encourage a range of housing options to cater for our diverse population.	The community were concerns with the availability and affordability of housing options.	To support the development of diverse and affordable housing options.
BE3: To provide infrastructure that enables safe movement through our community.	The community suggested opportunities to enhance movement through the Shire by improving pedestrian and cycle paths and infrastructure, access to public and alternative transport, road maintenance, signage, safety and access.	To lead the planning and development of safe movement throughout the Shire for all forms of transport.
BE4: To provide well maintained public and open spaces that facilitate active and passive recreation.	The community indicated a desire for more recreation facilities and infrastructure for specific activities or for general use at Council parks and reserves.	To lead the management and maintenance of Shire facilities for the community and support the development of new opportunities.



NATURAL ENVIRONMENT

The community identified a desire for greening, planting and landscaping of the town. It was suggested that opportunities for education and information sharing would assist the community to have a better understanding and appreciation of the environment and sustainable practices.

The community was supportive for mechanisms that improve waste reduction and promote recycling. The community also expressed support for management of pests.

“

Aspiration:
Katanning is a sustainable community with a healthy natural environment.

We will work to preserve and enhance our natural environment for current and future generations.

”

Objective	Community Feedback	Council's role
NE1: To educate the community about sustainable and green practices in the home and community.	The community suggested opportunities to share information and knowledge about sustainable practices through workshops, events, programs and demonstration projects.	Lead through the environment education programs and to continue to support organisations such as Katanning Landcare
NE2: To support and encourage greater urban tree canopy and vegetation in the townsite.	The community would like to see more trees and vegetation throughout town and on verges.	To lead opportunities to increase canopy and vegetation cover throughout the Shire.
NE3: To support minimisation of waste and promote reuse and recycling behaviours.	The community would like more opportunities for verge side waste pick up, recycling opportunities and tip access.	To support opportunities for reuse and recycling throughout the Shire through education, community and information sharing.
NE4: The Shire and the community will work in partnership to manage pests through education and practice	The community were concerned about fruit flies and mosquitos.	To lead pest management actions on Shire owned and managed land and support the community through education for private properties.
NE5: To support and enhance our local biodiversity.	The community would like to see restoration of native vegetation and more focus on the remnant bushland.	To lead the enhancement of our local biodiversity on Shire reserve and support private property owners through education.



ECONOMIC

The community recognised the importance of education and training including through the secondary and tertiary education system, to help support the local economy and opportunities for employment.

The community identified that there is a need for additional businesses needed in Katanning to support the local community. Building vacancies and Short Term rents are problematic and need to be addressed.

Katanning has a unique character and culture and the community identified that there are opportunities to support and grow tourism.

“
 Aspiration:
 Katanning is an economic hub of the Great Southern region, offering a range of employment and business opportunities.
 We will strive to facilitate the sustainable growth and development of our population and economy.
 ”

Objective	Community Feedback	Council's role
E1: To enable more businesses to locate in Katanning to support the needs of the local population.	The community wanted to see new retail, food and beverage places and more variety of businesses and support for businesses.	To support new and innovative business opportunities to locate in Katanning.
E2: To promote and facilitate tourism opportunities that showcase the unique character, culture and offerings of Katanning.	The community were supportive of ways to support tourism including events, accommodation, opportunities for experience and cultural tourism and marketing and promotion.	To lead tourism promotion through branding and other avenues.
E3: To work alongside local businesses to facilitate employment, growth and development.	The community were concerned with barriers impacting businesses including cost of rent/rates and maintenance and suggested opportunities to support business including incentives, encouraging extended trading hours, events and marketing.	To support businesses to grow and develop through business development programs and encouraging the community to buy-local.
E4: To advocate for improved youth education and training and opportunities for local employment in the region.	The community were concerns with the reputation of the high school and the education and employment options available to youth.	To advocate for extra resources and an innovative approach to alternative education avenues with TAFE and other training providers through a strong working relationship with the Department of Education.
E5: To advocate and support training opportunities that create pathways to employment.	The community suggested having more options available for education, TAFE and training.	To advocate for improved training by fostering a strong working relationship with the Department of Education, Department of Training and Workforce Development and local businesses.



CULTURAL

Katanning prides itself on its diverse community. The community expressed the desire for greater recognition, appreciation and understanding of our history and diverse culture through education, storytelling, and our built and natural environment. The multicultural community should continue to be celebrated through events.

There was support for greater understanding and respect of Katanning’s Aboriginal and Torres Strait Islander community and involvement in decision making that impacts their community.

The community suggested that creating safe spaces for different cultural groups would enable connection.

“
Aspiration:
Katanning is a place for everyone from all walks of life.
We will acknowledge, celebrate and respect all cultures of our diverse community.
”

Objective	Community Feedback	Council’s role
C1: To improve our understanding of all cultures in our diverse community	The community would like to see more opportunities to share knowledge about our diverse community through education, events and signage.	To lead and support events and programs that improve our understanding and share knowledge of all cultures into our community.
C2: To acknowledge and respect the past, present and future Aboriginal and Torres Strait Islander community.	The community would like to see greater recognition and support for the Aboriginal community.	To support opportunities to recognise and respect our Aboriginal community.
C3: To be a welcoming and inviting place for all cultures - existing and future	The community are supportive of continuing funding for multicultural events, inclusive spaces, improving safety and education.	To lead and support events and programs that welcome all cultures into our community.
C4: To support the community to have safe spaces to share, connect and celebrate culture.	The community suggested creating physical spaces for celebrating and respecting culture.	To support the development of safe and inclusive cultural spaces.



LEADERSHIP

The community expressed appreciation for several projects, programs, and initiatives the Shire has been undertaking. They welcome the opportunity to be involved in decision making processes to ensure their values and views are truly represented.

The community want leaders that are involved in events, respectful of all demographics and cultures and are inclusive.

“

Aspiration:
Katanning is an inclusive and respectful community.

We will support and advocate for our community to make Katanning a prosperous, safe and welcoming community.

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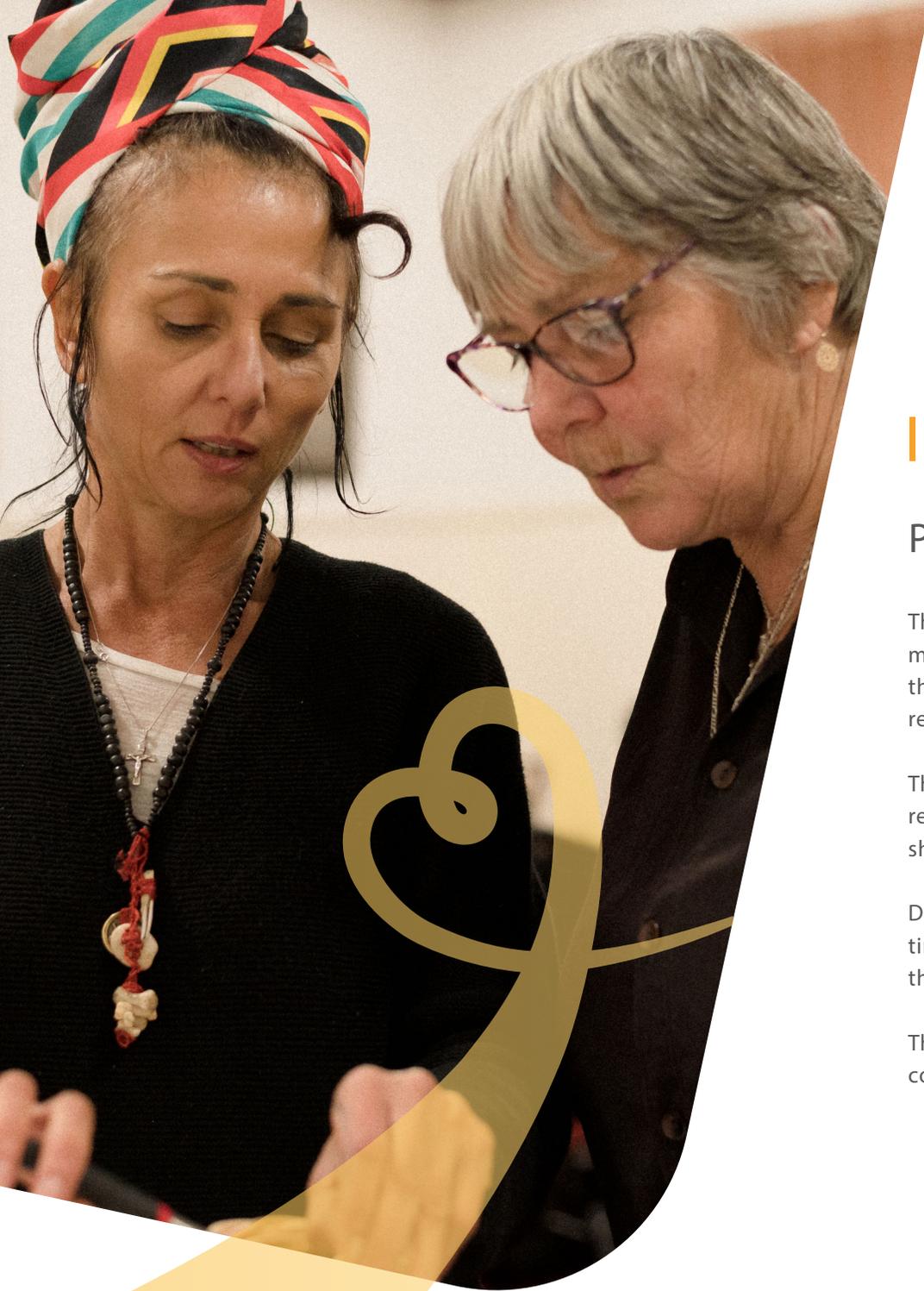
Objective

Community Feedback

Council's role

L1: To facilitate diversity and representation within the decision-making process.	The community wanted more opportunities to provide input and feedback to Council all year round using appropriate communication methods. The community also wanted to see greater diversity within the Council.	To lead discussions and opportunities for community involvement in consultation and decision making.
L2: To ensure that Shire resources are utilised in a manner that represents the best interest of the whole community.	The community wanted greater access to grants and funding and to ensure value for money through local employment opportunities.	To lead, support and advocate for our community and be transparent and open in our reporting to ensure accountability.
L3: To lead by example - be involved, respectful and inclusive.	The community wanted to see greater Councillor presence at events, more focus on the environment and better involvement of the community in developing plans.	To lead by example - be involved, respectful and inclusive in all that we do, and ensure our actions reflect this.
L4: To ensure Aboriginal inclusion is more intentional at the Shire of Katanning.	The community wanted to see greater Aboriginal representation in the Shire.	To support the Aboriginal Leadership Group and remove barriers to improved engagement and communication between the Shire and Aboriginal community.





IMPLEMENTATION

PRIORITY OBJECTIVES

The community 'voted' on the draft aspirations and objectives based on what was most important to them. These have been rated (high, medium and low) based on the strength of support from the community indicated through the number of 'votes' received from the community.

The timeframe to action these objectives varies, and may be something that requires longer lead time and more sustained effort. These are represented on short, medium and long-term objectives.

Delivery of all the objectives of the plan are important. For many objectives, the timeframe to commence action will not be the same as the time it takes to achieve the outcomes.

These ratings and timeframes will assist the Shire to make decisions over the coming years in alignment with the community's expectations.



Community Priority: High Medium Low



Timeframe: Short Medium Long

No.	Objective	Community Priority	Timeframe
S1	To provide support for the physical and mental health and wellbeing of our community.	High	Long
S2	To provide a safe place to live, work and play.	Medium	Short
S3	To provide access to services, support and activities for young people.	High	Short
S4	To provide support, services and infrastructure for people with disabilities.	Low	Medium
S5	To support and encourage community events that bring us together.	High	Short
C1	To improve our understanding of all cultures in our diverse community	Medium	Medium
C2	To acknowledge and respect the past, present and future Aboriginal and Torres Strait Islander community.	Low	Short
C3	To be a welcoming and inviting place for all cultures - existing and future	Low	Medium
C4	To support the community to have safe spaces to share, connect and celebrate culture.	Low	Long
NE1	To educate the community about sustainable and green practices in the home and community.	Medium	Medium
NE2	To support and encourage vegetation and tree planting to enhance our local biodiversity.	Medium	Short
NE3	To support minimisation of waste and promote reuse and recycling behaviours.	Medium	Short
NE4	The Shire and the community will work in partnership to manage pests through education and practice	Medium	Short
NE5	To support and enhance our local biodiversity.	*new	Long

No.	Objective	Community Priority	Timeframe
BE1	To take pride in our town to create an inviting and welcoming place.		
BE2	To encourage a range of housing options to cater for our diverse population.		
BE3	To provide infrastructure that enables safe movement through our community.		
BE4	To provide well maintained public and open spaces that facilitate active and passive recreation.		
E1	To enable more businesses to locate in Katanning to support the needs of the local population.		
E2	To promote and facilitate tourism opportunities that showcase the unique character, culture and offerings of Katanning.		
E3	To work alongside local businesses to facilitate employment, growth and development.		
E4	To advocate for improved youth education and training and opportunities for local employment in the region.		
E5	To advocate and support training opportunities that create pathways to employment.		
L1	To facilitate diversity and representation within the decision-making process.		
L2	To ensure that Shire resources are utilised in a manner that represents the best interest of the whole community.		
L3	To lead by example - be involved, respectful and inclusive.		
L4	To ensure Aboriginal inclusion is more intentional at the Shire of Katanning.		

MEASURING OUR PAST SUCCESS

To understand how we are succeeding, a review of all recent projects was undertaken and categorised against the Strategic Community Plan 2017-2027 objectives. The review can be read in the Shire's *Strategic Community Plan 2017 - 2027 Performance Review* documentation.



ECONOMIC		
Obj No.	2017-2027 SCP Objective	Review comments
E1.1	Encourage new avenues to upskill and create employment opportunities for our diverse community	<p>Projects/Actions</p> <ul style="list-style-type: none"> Worked collaboratively with Dome Cafes to support the Premier Mill Hotel development. Developed a tourism strategy – Hidden Treasures, Bloom Festival. Worked with the Business community to deliver the Gearing Up Skill Building and Training project. Collaborated with Katanning Regional Business Association and Katanning Hub CRC to develop a Local Business Activation Innovation Action Plan. Councillors and executive staff continue to build ties with the business facilities in Katanning, such as the McIntosh expansion. <p>Review comments</p> <p>This area is not explicitly measured in the MARKYT Scorecard for the Shire; however, economic development was a lower performing metric in the MARKYT Scorecard for the Shire. This remained a very strong theme in the engagement during 2021.</p>
E1.2	Develop local business and encourage start-ups	<p>Projects/Actions</p> <ul style="list-style-type: none"> Involvement with Great Southern Treasures and Bloom Festival events and activities. Council reviewed and updated Regional Price Preference and Buy Local Policy. Workshops held to support business acquire improved knowledge in the areas of social media, accounts, and networking. Empty shop window plan. Planning to develop the industrial area of the old salesyard. <p>Review comments</p> <p>This area is not explicitly measured in the MARKYT Scorecard for the Shire; however, economic development was a lower performing metric in the MARKYT Scorecard for the Shire. This remained a very strong theme in the engagement during 2021.</p>
E1.3	Contribute to the vibrancy and success of the Central Business District	<p>Projects/Actions</p> <ul style="list-style-type: none"> Worked collaboratively with Dome Cafes to support the Premier Mill Hotel development. Refurbishment of the old Shire Administration building to accommodate the Katanning Community Medical Centre. Federal government funding secured to facilitate the implementation of this project, which will then see additional GP service being provided in Katanning to address doctor shortages. Provided support to Christmas on Clive event to assist with the activation of FORM's Silo Art Trail. <p>Review comments</p> <p>This area is not explicitly measured in the MARKYT Scorecard for the Shire; however, economic development was a lower performing metric in the MARKYT Scorecard for the Shire. This remained a very strong theme in the engagement during 2021 with comments both satisfied with recent improvements but also suggesting more needs to be done.</p>

BUILT ENVIRONMENT		
Obj No.	2017-2027 SCP Objective	Review comments
B1.1	Sustainably manage current and future assets and infrastructure	<p>Projects/Actions</p> <ul style="list-style-type: none"> Annual Road Construction Program developed. 10 year Plant Replacement Program developed. 10 Year Plan for Footpath Network developed. Collocation of the bowling green to the Katanning Country Club. Redevelopment of the Katanning RSL Park, Katanning Rotary Park, the roundabout at Clive Street/Austral Terrace, the carpark opposite the Dome and the parking area opposite the Co-op. Continued renovation program at Town Hall, Mechanics Institute and Town Clock (B.1.1.4). Maintained a focus on safety improvement planning and auditing on the Shire's key building assets (B.1.1.5). Provided financial assistance to the St John Ambulance Car Park sealing project. <p>Review comments</p> <p>This area remains a key priority in the MARKYT Scorecard for the Shire. The community continue to push for improved asset management, whilst recognising the work the Shire has done over the past few years to upgrade and maintain vast assets. Many comments during the 2021 engagement reflected on how the townsite looked neater and sought to continue to improve all entries into town.</p>

Trend data shows the community is happiest with changes and improvements with playgrounds, parks and reserves, streetscapes, youth services, and recognition and respect for Aboriginal cultures and heritage.

During the term of this Plan, the Shire will collaborate with key partners to close the largest performance gaps. Council will focus on road maintenance, community safety and crime prevention, housing, health and community services, animal management, and customer service to better meet community needs.

2021 PERFORMANCE MEASURES

