



AGENDA
LEBANON CITY COUNCIL
WORK SESSION
THURSDAY, APRIL 26, 2018
6:00PM – 9:00PM
COUNCIL CHAMBERS
CITY HALL, LEBANON

1. ANNUAL WORK SESSION:

– **PRESENTATION OF DRAFT OUTCOMES & WORK PLAN**

A. Overview with City Departments

- Library
- Assessing
- Police
- Fire
- Public Works
- Recreation

Any person with a disability who wishes to attend this public meeting and needs additional accommodations, please contact the ADA coordinator at City Hall by calling 448-4220 at least 72 hours in advance so that the City can make any necessary arrangements.

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LIBRARY

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MAINTAIN AND IMPROVE THE BUILDINGS AND FACILITIES OF THE LIBRARIES (LIBRARY)

STRATEGIES

- Maintain the Kilton Public Library LEED gold level of green building certification. (4.B1)
- Maintain the historic architectural integrity of the Carnegie Lebanon Public Library. (3.B1)

2017 ACCOMPLISHMENTS

- Worked with an engineering firm, Dubois & King, to conduct a facility assessment of the Lebanon Public Library.
- Library committees continued to work to determine how they would like staff and patron spaces to be changed at Lebanon Public Library.

2018 OUTCOME MEASURES

- Start the renovation of the Lebanon Public Library utilizing a public/private partnership funding structure. Roof, structural and children’s room flooring upgrades are priorities for the upcoming year.

LOOKING AHEAD (2019-2020)

- Prioritize and find funding for our comprehensive list of renovation needs, and implement the plan as funding becomes available.



MAINTAIN THE LEBANON PUBLIC LIBRARIES ROLE AS THE INFORMATION “CENTER OF COMMUNITY” (LIBRARY)

STRATEGIES

- Determine how to allocate resources in print and digital formats, as traditional library content migrates online.
- Ensure that library staff stays current in ability to assist patrons in using technology, and accessing information in print and digital formats.

2017 ACCOMPLISHMENTS

- Hours devoted to staff development were increased, with staff attending regional and national conferences that exposed them to innovations in the field and other relevant programs.
- Began circulating laptops for patrons to take home for up to three months.

2018 OUTCOME MEASURES

- Responses to patron surveys, in conjunction with library best practices, to best allocate resources.

LOOKING AHEAD (2019-2020)

- Dedicate more funds for digital formats, as we recently have with the NY Times and Consumer Reports access.
- Make non-traditional library services available, such as a free VPN for library patrons.



CONTINUE TO PROVIDE QUALITY PROGRAMS AND SERVICES TO LIBRARY USERS (LIBRARY)

STRATEGIES

- Provide and publicize programs and services for children, teens, adults and families.
- Maintain and if possible expand outreach services to city residents who are homebound.

2017 ACCOMPLISHMENTS

- Allocated funds from a \$30,000 Byrne grant to expand our program offerings to all ages.
- Put in place an outreach program to Quail Hollow, implementing book deliveries weekly, coordinated by staff but with volunteers delivering.
- Offered more tech focused programs, such as a TechGirlz workshop series for teens, a coding program series for kids, and the Privacy Blackbelt series.
- A play space for toddlers to children age five was installed at the Kilton Library.

2018 OUTCOME MEASURES

- Number of educational/mentoring hours dedicated to programming for all age groups.
- Staff and volunteer hours dedicated to outreach effort.

LOOKING AHEAD (2019-2020)

- Expand the programs available for adults made available by library staff at our facilities.



INCREASE AND ALLOCATE LIBRARY FUNDS IN ORDER TO PROVIDE THE BEST SERVICES FOR CURRENT AND FUTURE GENERATIONS (LIBRARY)

STRATEGIES

- The Board of Trustees and the library administration work together to secure funding and manage expenditures to maximize the quality of services to Lebanon residents.
- The Board of Trustees will work with the Lebanon Public Library Foundation (LPLF) to generate revenue from foundations, private individuals and businesses.
- Review library services, fines, and fees for possible increases in revenue.
- Secure increased financial support from the City of Lebanon.

2017 ACCOMPLISHMENTS

- Had the most successful annual appeal since it began five years ago, raising over \$40,000 in gifts.
- Invested foundation funds in an income generating account, which will be used to spend the interest generated to support the library operating fund.

2018 OUTCOME MEASURES

- Non-property tax funding for the libraries.
- Number of contacts made to potential donors of significant gifts to the libraries.
- Number of gifts given to the libraries, and the median amount.
- Fees and fine amounts levied.
- Property tax funding for the libraries.

LOOKING AHEAD (2019-2020)

- Work on a capital campaign for the Lebanon Public Library renovation.

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ASSESSING

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PUBLIC EDUCATION ABOUT ASSESSMENT FUNCTIONS AND ACTIVITIES (ASSESSING)

STRATEGIES

- Keep the public aware of the actions of the Assessor's Office
- Provide education on the overall Assessment Process, Community Program Offerings, and Real Estate Trends

2017 ACCOMPLISHMENTS

- Provide information to the public via the Assessing page on the City's website and through the City's newsletter.
- Met with numerous taxpayers in the Assessing Office and explained the assessment process and the state statutes that govern the assessment process.

2018 OUTCOME MEASURES

- Acceptance of invitations and presentations at various community meetings
- City newsletter articles and website postings about the special tax programs for populations such as blind, veterans, and senior citizens

LOOKING AHEAD (2019-2020)

- Expand the availability of information to the public by providing more info on the City's website, as well as a possible informational segment on a local radio station.
- Continue to improve permitting process.



EQUITABLE ASSESSMENTS MAINTAINED AT OR NEAR MARKET VALUE (ASSESSING)

STRATEGIES

- Continue to monitor real estate sales activity to ensure assessed values are within guidelines established by state statutes, the Department of Revenue Administration, and the Assessing Standards Board, with the assessed value/sale ratio being in the accepted range of 90% to 110%.

2017 ACCOMPLISHMENTS

- The Department is continuing the long-held practice of physically visiting approximately 20% of the properties annually, ensuring accurate data on the visited properties. This contributes to fair, equitable and accurate assessments. The department visited approximately 1,000 properties in 2017.

2018 OUTCOME MEASURES

- Continue to review and analyze sales
- Annual review of 20% of parcels

LOOKING AHEAD (2019-2020)

- Prepare for the scheduled city-wide revaluation in 2020.



PROPERTY ASSESSMENT DEFENSE TO MAINTAIN AND ENSURE EQUITY (ASSESSING)

STRATEGIES

- Defend values in order to ensure everyone pays a fair and equitable amount of the tax burden

2017 ACCOMPLISHMENTS

- Successfully defended or resolved several tax appeals

2018 OUTCOME MEASURES

- Improved data collection via technology and increased number of property inspections, with new Appraiser's increased experience contributing to large inspection numbers.
- Resolution of local cases expeditiously when errors are evident to minimize City refunds.
- Anticipate potential assessment appeals and address issues with property owners before formal appeal process, reducing litigation costs.

LOOKING AHEAD (2019-2020)

- Continue above note 2018 Proposed Outcome Measures
- Contract with outside experts to accurately appraise complex properties during the 2020 city-wide revaluation.

POLICE

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SENSE OF SECURITY – EFFECTIVE AND EFFICIENT ALLOCATION OF PERSONNEL (POLICE)

STRATEGIES

- Look for trends, weaknesses and possible mis-alignment utilizing a data driven, evidence based approach. (8.1A10)
- Continue to collaborate with the Planning Department to assess and project the impact of new development on policing services. Keep the City Manager and City Council apprised of the impact new commercial and residential development continue to have on police operations. (8D-2)
- Continue to include police equipment that meets capital improvement plan definitions in the City's Capital Improvement Program. Consider the following projects over the next three years:
 - Seek replacement for department's special services truck, which continues to experience increased repair cost and is at the end of its serviceable life. (8C-1B, 8.1.A9)
 - Enhance existing repeater system to improve communication ability (8C-2C)
 - Replace off-site facility at Storrs Hill that is used to house repeater and communications equipment. (8C-2C)
 - Research and discuss possible addition to police department facility to address space and facility needs.
- Review current Attorney General Drug Task Force partnership. Determine if there are recommendations to enhance the utilization of task force resources to strengthen department effectiveness in combating drug crimes within the City. Consider plan to form an internal unit to address drug crimes in Lebanon should the Task Force participation fail to achieve desired results.
- Seek to address personnel shortages outlined in the 2016 Staffing and Personnel Study completed by Chief Mello. The study determined that the department is short 4 police officers, 1 Prosecutor and 1 Department Secretary; pursue adding personnel over the next 3 budget years. (9B-1B)
- Add Evidence Technician (Temporarily) from within the ranks of the patrol division to complete Evidence Project. Project will be to:
 - Ensure all current evidence is added to IMC Evidence Program (End of FY17)
 - Return or mark for destruction all firearms currently held that are not evidence in pending cases (End of FY17)
 - Bring Evidence Room into compliance with CALEA Standards (End of FY18)
- Add one Detective to Detective Bureau in FY17; add one additional Detective by FY18.

2017 ACCOMPLISHMENTS

- Provided updated department data to planning for a periodic review, and potential updates, to the City's impact fee schedule. Information included calls for service, staffing and facility improvements.
- The following projects were assessed and added to the 2018-2023 Capital Improvement Program; HVAC upgrade/replacement, Radio Communications Repeater replacement, Mobile Data Terminal & E-Ticketing Equipment, and the purchase of a new Special Services vehicle.
- An officer has been assigned full-time to an evidence room project to remedy long standing inefficiencies, modernize our evidence cataloguing and to bring our evidence process and facility within CALEA Accreditation compliance.
- The agency secured a \$250,000 COPS Hiring Grant in late 2017 that authorized the addition of two new police officers. Those new officers are expected to be on board in early 2018.

2018 OUTCOME MEASURES

- Ongoing organizational assessment regarding staffing, assignments, calls for service and ability to maintain current service levels.
- Refresh the 2016 Staffing and Personnel Study data yearly to determine tipping point for recommending additional personnel. Include crime analysis.
- Request Capital Improvement Projects through appropriate process (Special Services Truck, Communications projects added to 2018 CIP).
- Request additional personnel through the yearly budget process (Await results of COPS Hiring Grant Application for two officers).
- Obtain status of evidence room project and migration to IMC.

LOOKING AHEAD (2019-2020)

- Complete HVAC upgrade and replacement.
- Complete Radio Communications Repeater project.
- Complete evidence room project.
- Continue to assess need for additional sworn personnel, additional staff in the Legal Bureau and an additional Administrative Secretary in Detectives.
- Add two Detectives to the Detective Bureau.



SENSE OF PLACE & SECURITY – DESIRABLE, SAFE, LIVABLE NEIGHBORHOODS (POLICE)

STRATEGIES

- Continue to monitor Problem Oriented Policing plan. Assess opportunities to make improvements to the process and continuously look for opportunities to improve the quality of life in the City.
- Develop and implement improved roll call training that ensures efficient training and information sharing.
- Continue to offer Citizen Informational Programs & Classes (R.A.D., Citizens Police Academy, K9 Demos, Crime Prevention)
- Foot Patrol and Mountain Bike Patrols by Officers in areas requiring high visibility to promote not only safety and security, but positive community interactions. Increase number of Mountain Bike Patrol Officers. Increase the number of Foot and Bike Patrols in 2017. (4.1.A9)
- Development of strategies, solutions and outcome measurement within the patrol division.
- Add a Motorcycle Enforcement Unit to the Patrol Division for FY2018 through the Harley Davidson Law Enforcement Leasing Initiative. Provide L.E. motorcycle training for officers selected to serve in this capacity.

2017 ACCOMPLISHMENTS

- Completed four Problem Oriented Policing Projects in 2017. We conducted 675 Problem Oriented Policing calls for service.
- Instituted an improved roll call training initiative.
- Participated in the City's Citizen Academy program and hosted three sessions.
- Hosted six R.A.D. sessions in 2017.

2018 OUTCOME MEASURES

- Monitor Problem Oriented Policing Plan; complete and publish yearly report with data.
- Increase utilization of department social media, website and other community engagement tools.

- Quantify the number of mountain bike patrols, community policing opportunities, community forums and program.
- Maintain current group of certified R.A.D. Instructors.
- Offer a minimum of 6 R.A.D. Courses per year.
- Increase the number of certified Mountain Bike Officers.

LOOKING AHEAD (2019-2020)

- Fully implement Motorcycle Enforcement Unit within the Patrol Bureau.
- Add patrols to the extensive rail trail system within the City with an All-Terrain Vehicle set to be acquired in 2018.
- Continue high-visibility foot and mountain bike patrols; increase number of certified mountain bike patrol officers.
- Host one Mountain Bike Patrol school per year with the department's certified instructor.



INCREASED TECHNOLOGY USE FOR ENHANCED CITIZEN ACCESS TO INFORMATION (POLICE)

STRATEGIES

- Review and assess 54 policies to complete total policy review.
- Modify, write and add policies where necessary with each policy to reflect best practices under CALEA guidelines.
- Position agency for CALEA enrollment in FY2018 by completing review and modification of current policies to reflect CALEA standards and best practices.
- Complete transition to a paperless discovery process. Migrate current paper discovery process to the Sharefile cloud-based solution.
- Implement Felony First program with the Grafton County Attorney's Office.
- Communications Manager to complete total review of Communications Division Policies and Procedures by close of FY17. (8C-2C)
- Communications Manager to self-assess all communications policies and bring them up to CALEA Accreditation Standards for Communications and Dispatch by the end of FY18.
- Consider enrollment in CALEA Accreditation Program for Communications by FY2019.

2017 ACCOMPLISHMENTS

- Budgeted for CALEA Accreditation enrollment for early 2018.
- Implemented Share File for Felonies First and Discovery processes.
- Completed transition to paperless discovery.
- Fully implemented the Felonies First Program through the Grafton County Attorney's Office.

2018 OUTCOME MEASURES

- Measure number of department policies that have been reviewed, modified and added.
- Enrollment in CALEA Accreditation Process by the close of FY2018
- Measure number of Communications policies created, reviewed and added to PowerDMS.

LOOKING AHEAD (2019-2020)

- All police department policies reviewed, modified and in-line with CALEA Accreditation standards.
- New Communication Policy Manual, CALEA compliant, implemented.
- Successfully complete mock accreditation by the end of 2019.
- Achieve CALEA Law Enforcement Accreditation by the end of 2020.



PLANNING AND BUDGET – DELIVER AN AFFORDABLE LEVEL OF PUBLIC SERVICE (POLICE)

STRATEGIES

- Inform the City Manager of Police Activity Levels and Present Spending Trends to Help Determine the Levels of Affordable Public Safety
- Prepare quarterly reports of Department Spending; utilize for planning and forward to City Manager
- Utilize updated data More regularly for Planning Department
- Continue to collaborate with the Planning Department to assess and project the impact of new development on policing services. (8.1.A8)
- Look for C.O.P.S. Grant opportunities to offset cost of adding new personnel, if approved by the City Council.
- Continue to utilize the Defense Re-Utilization program to obtain free equipment through the Federal Government.
- Continue to apply for State grant opportunities through New Hampshire Highway Safety and Homeland Security.

2017 ACCOMPLISHMENTS

- Applied for, and was awarded, the 2017 COPS Hiring Grant for two officers. Grant was accepted by the City Council and two new officers expected to be on board in early 2018.
- Department obtained 35 patrol rifles from the Defense Re-Utilization program at no cost. Rifles to be retrofitted with updated equipment and issued to each officer.
- Obtained grants from New Hampshire Highway Enforcement for additional enforcement of DWI, distracted driving and selected enforcement.
- Awarded a matching federal grant for \$18,000 to expand the department's Body Worn Camera system.

2018 OUTCOME MEASURES

- Complete quarterly department reports showing Police Activity which depicts department spending
- Data updated yearly from Planning Department and maintained for necessary review and calculations
- Updated Planning Department data is readily available to make calculations as necessary to determine impact of any new development
- Monitor department spending; adjust where necessary to stay within budget.
- Monitor Federal Grant programs for staffing and personnel grants.

LOOKING AHEAD (2019-2020)

- Continue to look for grant opportunities at the local, state and federal level to help offset the cost of providing law enforcement services and to help increase services to the city.
- Continue to explore opportunities for cost savings in building and managing the yearly department budget.
- Successfully implement the body worn camera expansion throughout patrol.

FIRE

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“BEST IN CLASS” FIRE & EMERGENCY MEDICAL SERVICES (FIRE)

STRATEGIES

- Identify “Best Practices” for Fire & EMS Service (2.2.A3)
- Perform an in-depth risk assessment of the current fire and non-fire risks in the community (8.1.A1) (8.1.A5)
- Seek Grants to Reduce Direct Cost of Services to Residents
- Develop a Fire Department Staffing Plan to meet current and future demands for service. (8.1.A5) (8.1.S5)
- Perform a comprehensive data analysis to ensure that current data collection criteria are relevant to meet the near term and future needs of the fire department.
- Develop an incident tracking system tied to the City’s GIS mapping system. (2.2.A3)
- Perform an analysis of the City’s Insurance Service Offices (ISO) Fire Public Classification Survey and identify areas to improve the City’s ISO Rating. (8.1.A6)
- Develop benchmarks for measuring emergency response. (8.1.A4)
- Develop a Fire Department Succession and Training Plan.
- Develop a Fire Department Standards of Cover.
- Propose new ambulance billing fees at least every 2-years.

2017 ACCOMPLISHMENTS

- Received a Staffing for Adequate Fire and Emergency Response Grant to hire 2 Firefighters.
- Reviewed the City’s ISO Schedule to develop a plan for improving our rating in the areas not serviced by the municipal water system.
- Implemented changes in our Incident Reporting System to ensure better collection of critical data.
- Working with Lebanon Emergency Communications implemented an Emergency Medical Service (EMS) pre-notification system to reduce turnout and response times to EMS Calls.

2018 OUTCOME MEASURES

- % of the time the department meets emergency response benchmarks.
- Reduction in response times to EMS calls.
- Increase in Ambulance Service receivables.

LOOKING AHEAD (2019-2020)

- Succession and Training Plan implementation.
- Develop a Fire Department Facilities Improvement Plan.
- Reduce City’s ISO Rating.
- Fire Department Accreditation within 4 years.



SAFETY & SECURITY OF LIFE AND PROPERTY FOR BUILDING CONSTRUCTION AND OCCUPANCY (FIRE)

STRATEGIES

- Reduce Incidents of Non-emergency 911 Responses and False Alarm
- Develop an impact analysis tool to determine the impacts to service delivery as a result of new construction (8.1.S3)
- Develop a formal in school public education program (8.1.A7)
- Review Inventory Multi-Family Dwellings (Three or Greater Units)
- Develop Self-Inspection Program for Multi-Family Dwellings
- Develop a comprehensive inspection program for “high-hazard” occupancies
- Complete a review of all local fire prevention codes and fee structures every 2-years.

2017 ACCOMPLISHMENTS

- Fire Alarm Technician registrations and updated rules and regulations have reduced false alarms by 136% over the past 2-years.
- The City was one of 22 communities included in a State Fire Marshal’s Office grant to provide free smoke and carbon monoxide detectors through a “Get Alarmed NH” program. Implementation for the City of Lebanon will be in the spring of 2018.
- Implemented a new inspection program for “High-Hazard” Facilities. I.e. Rymes and Suburban Propane, DHMC Natural Gas Plant, and Pike Natural Gas Facility.

2018 OUTCOME MEASURES

- # of three or greater family dwellings that complete a self-inspection in the City.
- # of targeted inspections to multi-family complexes.
- # of households provided with new smoke and/or carbon monoxide detectors.

LOOKING AHEAD (2019-2020)

- Work with all City departments to provide better customer service during the plans review and inspection services.
- Research and Implement the Vision 20/20 Project – National Strategy for Fire Loss Prevention. This program has been helping communities across the nation implement Community Risk Reduction (CRR) programs to help make communities safer.
- Work with the State Fire Marshal’s Office and the Lebanon School District to update the Fire Department’s response to fire alarm activations within the schools.

PUBLIC WORKS

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STRATEGIC PAVEMENT MANAGEMENT PLAN (PUBLIC WORKS)

STRATEGIES

- Continue to use pavement management systems to efficiently maintain roads and streets. (9.2.A8)

2017 ACCOMPLISHMENTS

- Completed annual paving program (13,340 lineal feet or 2.5 miles of road)

2018 OUTCOME MEASURES

- Continue tracking pothole, signage and traffic signal repair.
- Continue to refine and improve design and construction program, including standards.
- Continue to improve permitting process.

LOOKING AHEAD (2019-2020)

- Continue Pavement Maintenance Program
- Update Pavement Maintenance Program
- Determine and input data into the Fixed Asset Management Program



PROVIDE QUALITY ENGINEERING MANAGEMENT (PUBLIC WORKS)

STRATEGIES

- Provide Project Management for the CSO program including out year planning
- Identifying Capital Improvement Projects for infrastructure relative to Transportation, Water, Sewer and Drainage
- Managing CIP
- Provide Quality Construction Management on Capital Improvement Projects
- Provide Technical Engineering Assistance to Planning & Zoning, Codes, and Public Works
- Management of Provision and Acceptance of Water & Wastewater Flows
- Monitor Capacity for both Water & Wastewater Treatment Plants and Utility Infrastructure
- Provide E911 Mapping Services
- Provide Floodplain Management review and oversight
- Develop Fixed Asset Management Program

2017 ACCOMPLISHMENTS

- Successful planning and management of CSO projects
- Continued revision of E911 numbering

2018 OUTCOME MEASURES

- Purchase of asset management software that will allow us to improve our tracking and link data to the GIS system.
- Complete and improve presentation of dashboard information.
- Continue with CSO 11 construction.
- Continuous analysis and data gathering for capacity of both treatment plants and utility lines.
- Continue E911 Numbering Project.

LOOKING AHEAD (2019-2020)

- Successful completion of CSO program
- Utilize and maintain sewer and water modeling
- Fully Updated Water & Sewer Regulations (Chapter 181, Flow Calculations, etc.).



RESPONSIBLE AND SUSTAINABLE SOLID WASTE RESOURCE MANAGEMENT (PUBLIC WORKS)

STRATEGIES

- Encourage recycling citywide, including in city-owned facilities. (5.1.S17)
- Establish a citywide recycling program to include periodic household hazardous waste days. (5.1.A19)
- Educate landowners regarding best management practices, such as proper household hazardous waste disposal, recycling, and composting through materials disseminated at City Hall, and through the City website and newsletter. (5.2.S3)
- Make improvements in the solid waste system to improve the use of solid waste as a commodity and extend the life of landfills. (8.1.S22)
- Use all available recycling resources and make recycling more convenient so more people will recycle. (8.1.S23)
- Continue to support waste reduction technology where financially viable for example: crushing and using waste construction material instead of purchasing gravel for landfill maintenance projects. (8.1.S25)
- Utilize any media available to the City (i.e., public access TV channel) to educate the public about recycling. (8.1.S26)
- Encourage private haulers to expand and better promote their curbside recycling services. (8.1.S27)
- Develop educational programs to make all citizens aware of the social, ecological, and financial benefits of recycling. (8.1.A30)
- Conduct a cost-benefit analysis for a City curbside recycling program. (8.1.A32)
- Offer a financial incentive to residents and businesses to recycle. (8.1.A33)
- Encourage schools, churches/religious organizations, chambers of commerce to lead the way in this educational process about recycling. (8.2.S3)
- Solicit assistance from local institutions, organizations, and businesses, i.e. recyclers, Dartmouth, Rotary, Boy Scouts, to educate the public about recycling. (8.2.S4)
- Work with the school district in developing a course on recycling as part of the curriculum at all levels. (8.2.A5)
- Develop outreach campaigns for City employees, for example, to increase carpooling and recycling. (13.3.A1)
- The City shall explore ways to increase residents' and businesses' access to recycling and local foods. (13.7.SC)

2017 ACCOMPLISHMENTS

- Design of Scale House Project
- Began development of on-site composting for daily cover

2018 OUTCOME MEASURES

- Desired improvement in landfill utilization using improved compaction and waste covering techniques.
- Meetings with participating communities to explain waste reduction initiatives and to improve communications.
- Researching the potential for the sale of carbon credits due to the destruction of methane by the landfill gas flare.
- Design, bid and begin permitting process for gas-to-energy project.
- Begin construction of the Scale House.
- Initialize and maintain more efficient payment system.

LOOKING AHEAD (2019-2020)

- Completion of Scale and Scale House Replacement.
- Completion of the Landfill gas to energy project.



SAFE DRINKING WATER (PUBLIC WORKS)

STRATEGIES

- Advocate for the protection Stoney Brook, and the Mascoma River and its tributaries, which feed into or are a source of the City's public drinking water supply. (2.4.S3)
- Protect the City's aquifers, which may serve as a future source of public drinking water. (2.4.S4)
- Recognize that the need to find additional drinking water source(s) and protect the existing supply is of highest priority for the City. (2.4.S5)
- Conserve areas of high value for agriculture and forestry, areas that are important to maintain the quality of the public drinking water supply, areas that are culturally important, and areas that provide important wildlife habitat, or are scenic. (2.4.S9)
- Develop and disseminate public education materials regarding the importance of protecting our water supply sources. (5.2.S8)
- Take the lead on developing a Mascoma Watershed Plan to protect our drinking water source. (5.2.S26)
- Develop and adopt a Water Resources Management Plan. (5.2.A3)
- Create source water overlay for existing drinking water sources based on the Model Rule for the Protection of Water Supply Watersheds and the 1999 Mascoma Watershed study. (5.2.A4)
- Develop and adopt an aquifer protection overlay district to more strictly regulate development adjacent to potential drinking water sources. (5.2.A5)
- Conduct land use and environmental constraints studies of the Mascoma River, Stoney Brook, Hardy Hill Brook, and Blodget Brook corridors to guide appropriate development in order to protect drinking water supplies. (5.2.A6)
- Provide ditches, treatment swales, detention ponds, and catch basins that will help prevent road run-off and accidental spills from discharging into water bodies, especially public water supply sources. (5.2.A7)
- Establish urban service boundaries based on careful consideration of current capacity of the City's water supply and wastewater treatment plant, expansion capabilities, future needs, and areas where high density development is most appropriate. (7.2.A5)
- Continue identifying significant threats to the City's water supply. (8.1.S17)

- Incorporate a Water Department review of all proposed developments that may affect the City water supply. This is already being accomplished in our current project review process. (8.1.A18)
- Prepare and adopt an Aquifer Protection Overlay District. (8.1.A19)
- Conduct a test well program on the identified supplemental water supply source site. (8.1.A23)

2017 ACCOMPLISHMENTS

- Met or exceeded all compliance testing
- Filled Water Superintendent Position

2018 OUTCOME MEASURES

- Continue monitoring water quality and system operation.

LOOKING AHEAD (2019-2020)

- Completion of major improvement project at Water Treatment Plant
- Upgrade of water mains as part of CSO Project



SAFELY TREATED WASTEWATER (PUBLIC WORKS)

STRATEGIES

- Establish urban service boundaries based on careful consideration of current capacity of the City's water supply and wastewater treatment plant, expansion capabilities, future needs, and areas where high density development is most appropriate. (7.2.A5)
- Promote "smart" development to decrease pressure on the City's water and wastewater systems. (8.1.S16)
- Formulate a plan to conserve and maintain wastewater capacity. (8.1.S21)
- Assess feasibility of implementing the recommendations of the hydropower study to improve energy efficiency for the municipal water and wastewater systems. (13.2.A6)

2017 ACCOMPLISHMENTS

- Met or exceeded all compliance testing
- Continued work on the Wastewater System Modeling
- No violations at the WWTP

2018 OUTCOME MEASURES

- Continue on-going monitoring of wastewater treatment and system operation.

LOOKING AHEAD (2019-2020)

- Completion of any necessary capital projects
- Conduct phosphorus removal pilot at WWTP

RECREATION

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A FUNCTIONAL MASCOMA RIVER GREENWAY (RECREATION & PARKS)

STRATEGIES

- Support efforts to enhance the character of existing centers and improve public health by upgrading and increasing recreational facilities such as parks, green spaces, and walk-bikeways. (2.1.S7)
- Encourage the Rail Road to consider the needs of residents and business owners, and recognize the benefits of using railroad rights-of-way as bicycle pedestrian trails. (2.1.S12)
- Support efforts to promote the Mascoma River as a scenic and recreation asset. (2.4.S2)
- Encourage placement of outdoor sculpture art on public land, coordinating with AVA and others. (3.1.S10)
- Develop system of paths and bikeways connecting neighborhoods, parks and CBD. (3.1.S13)
- Improve access to Mascoma River frontage. (3.1.S17)
- Create and improve bikeway linkages, such as extending the Northern Rail Trail/Mascoma River Greenway to West Lebanon. (3.1.S18)
- Identify bike routes off main streets in an effort to make transportation more accessible for riders. (3.1.S19)
- Focus on the Mascoma River and highlight it through urban design. (3.1.S26)
- Invest in the West Lebanon downtown by constructing and upgrading the infrastructure, including parks. (4.1.S3)
- Promote linkages with West Leb CBD as well as recreation areas and Lebanon CBD with bike and pedestrian pathways. (4.1.S17)
- Support land use patterns that promote alternatives to vehicles. (5.1.S13)
- Encourage as part of neighborhood planning, pedestrian oriented and traffic calming amenities. (7.2.S2)
- Cooperate with groups, such as Friends of the Northern Rail Trail and the Upper Valley Trails Alliance, to maintain and extend the existing rail trail from Lebanon to West Lebanon. (9.3.S1)
- Promote improved pedestrian facilities throughout the City. (9.4.S4)
- Support the "String of Pearls" project of the Lebanon Rotary Club. (10.1.S9)
- Develop additional safe multi-use trails to offer connectivity throughout the City and to other UV towns. (10.1.S10)
- Provide opportunities along walking and biking trails for non-structured uses. (10.1.S12)
- Address walkability and bikability in conjunction with traffic planning. (10.1.S14)
- Continue to provide recreational opportunities for all users, including people with disabilities and others needing special accommodation. (10.2.S1)
- Support efforts to extend the Northern Rail Trail/Mascoma River Greenway from downtown Lebanon to West Lebanon. (11.1.S13)

2017 ACCOMPLISHMENTS

- All rail and associated metal belonging to NH Rail and Transit was removed and delivered.
- Construction 80% completed from High Street to upper Glen Road.
- Negotiations initiated for purchase of parcel adjacent to MRG at Slayton Hill underpass.

2018 PROPOSED OUTCOME MEASURES

- Remaining 20% of construction completed to Glen Road.
- Connector paths are established from APD, Valley Cemetery.
- Sponsor signage is in place according to the donor recognition plan, and kiosks, benches, tables.

- Railroad spike public art project is planned and installed with AVA Gallery.
- Public celebration to open the MRG.

LOOKING AHEAD (2019-2020)

- Trail accessories like benches, tables, kiosks, way finding signage is installed.
- Connector between upper Glen Road and Riverside Community Park is established.
- Downtown connector between Spencer St trailhead and MRG is completed. (i.e. tunnel)



PUBLIC IS WELL INFORMED ABOUT CITY EVENTS AND QUALITY OF LIFE ISSUES (RECREATION & PARKS)

STRATEGIES

- Continue to use social media to improve communication with the public. (2.1.A18)

2017 ACCOMPLISHMENTS

- All social media platforms (MeetUp, Facebook, Instagram, Twitter, Website, LeagueLineUp) are all fully functional and very active.
- Facebook likes surpassed 2000 likes by March 2018.
- Capitalizing on Lebanon Times ad space, Valley News Calendar, and Daily UV postings.

2018 PROPOSED OUTCOME MEASURES

- New resident informational packets are compiled in partnership with real estate offices, SAU 88, Chamber of Commerce, City Clerks.

LOOKING AHEAD (2019-2020)

- Focus on email campaigns and videos to capture people's attention.
- Keep social media content current and dynamic.



ADEQUATE ATHLETIC FIELD SPACE IS AVAILABLE CITY-WIDE (RECREATION & PARKS)

STRATEGIES

- The City should evaluate, improve, and increase the number of facilities for sports activities. (10.D1)
- Evaluate the need for facilities and continue to form partnerships with user groups to develop these facilities. (10.1.A1)

2017 ACCOMPLISHMENTS

- Sem Hill gymnasium is being programmed again.
- Collaborated with SAU 88 to share outdoor fields while Elks Field comes off-line.

2018 PROPOSED OUTCOME MEASURES

- Propose at least one additional multi-purpose field and diamond somewhere in the park system.

LOOKING AHEAD (2019-2020)

- Agreement made with SAU 88 for the transfer of Lebanon Middle School athletics to the Recreation Department, with corresponding funding from SAU 88 channeled to the City. To include full use of LMS athletic fields, and extended gym use.
- Design and construct new ball field facility.
- Create a "mini Fenway" at Pat Walsh Field.



A DIVERSE NUMBER OF PROGRAMS AND SPECIAL EVENTS (RECREATION & PARKS)

STRATEGIES

- Lebanon CBD: Continue to work with partners like LOH and CCBA to develop, sponsor and promote activities like the Farmers' Market on Colburn Park and the Mall. (3.1.A15)
- Support the arts as a distinctive and significant component of the local economy. (6.2.S2)
- Promote Lebanon's recreational assets. (6.2.S3)
- Continue and expand the summer day camp program's leadership development program for junior high school age youth. (10.1.S4)
- Continue to offer recreational and cultural activities where senior citizens can interact and collaborate with people of all ages. (10.1.S5)
- Broaden support for the growth of structured after school programming that is coordinated and inclusive of youth at all ages and income levels. (10.1.S7)
- Continue to provide recreational opportunities for all recreational users, including motorized recreational vehicle users, people with disabilities, and other users needing special accommodation. (10.2.S1)
- Promote an educational program on the recreational opportunities available in Lebanon as well as improve the signage at the sites to make them more visible to the public. (10.2.S2)
- Conduct outreach to promote and strengthen Lebanon's Farmer's Market. (13.3.A10)
- Pursue partnerships in programming where partners take the lead, increasing our program offerings without increasing operating expenses.
- Increase adult programming, particularly for 20's and 30's.

2017 ACCOMPLISHMENTS

- Program division achieved 105% budget recovery, well more than our 85% goal.
- Two new special events planned for Colburn Park.
- New expanded programming at Lebanon Memorial Pool.

2018 PROPOSED OUTCOME MEASURES

- Programs Division achieves 90% budget recovery.
- Key barriers to participation are identified, and at least two initiatives to overcome those barriers are implemented.
- Collaborate with Lebanon Opera House to offer additional theater programming at Sem Hill.
- Increased programming at Lebanon Memorial Pool.
- Increase programming staff by transitioning Admin Assistant role to Program Coordinator.

LOOKING AHEAD (2019-2020)

- Create new programs attached to new playing field complex, and at "mini Fenway".
- Collaborate with Chamber of Commerce to create additional special events.



ACCESSIBLE WALKABLE PARK LANDS THAT ARE A SENSE OF PRIDE FOR LEBANON RESIDENTS (RECREATION & PARKS)

STRATEGIES

- Support efforts to enhance the character of existing centers and improve public health by upgrading and increasing recreational facilities such as parks, green spaces, and walk-bikeways. (2.1.S7)
- Look for opportunities to increase and upgrade recreational areas and facilities within the CBD, such as “pocket parks” and walking and biking paths. (3.1.S16)
- Continue with membership in the Tree City USA program for assistance in setting up a tree planting and maintenance program. (3.1.A7)
- Identify properties in the West Lebanon CBD for a centrally located park and/or community center facility, as well as pocket parks. Coordinate any land banking with the most recent recreation master plan and NRI report. (4.1.A8)
- Identify parks and recreational facilities through publicity and signage that includes a brief history of who donated the land, interesting facts about the property, and existing trails and/or flora in the area. (5.2.A17)
- Investigate and develop City-owned lots for use as pocket parks. (10.1.A2)
- Take advantage of opportunities to beautify public spaces. (12.1.S9)

2017 ACCOMPLISHMENTS

- Warming hut was completed.
- Colburn Park tree maintenance is back on schedule, with stump grinding scheduled for Spring 2018.
- New trees planted around Eldridge Park and Mt. Lebanon School playground.
- Rail Trail from Spencer St trailhead to Basin Fields had understory cut back in preparation for a widened park system.
- Small pool surfacing completed.
- Colburn Park playground campaign launched and raised enough funds to purchase new play structures.

2018 PROPOSED OUTCOME MEASURES

- "Adopt a Park" program for citizen involvement in helping beautify parks is established.
- North Westboro pocket park long range planning is conducted.
- "Nature Walk" trailhead to Landmark Lands is formally improved and welcoming.
- Fellows Hill Park fencing replacement is completed.
- Colburn Park playground is installed.

LOOKING AHEAD (2019-2020)

- Pocket parks along Greenway and other locations are adopted by civic groups.



CITIZENS RECOGNIZE THE HEALTHY CHOICE IS THE EASY CHOICE (RECREATION & PARKS)

STRATEGIES

- The city shall sustainably manage its physical, social, and economic development in such a way as to maintain a pleasant, healthy, safe, and stimulating environment for all its residents. (1.A-2)
- The city recognizes the important role recreational activities play in ... promoting healthy lifestyles. (10A)

2017 ACCOMPLISHMENTS

- No smoking policy was passed.
- Recreation Director was active in attending Public Health Advisory Council meetings.

2018 PROPOSED OUTCOME MEASURES

- Water fountain with bottle filler is installed at Colburn Park.
- Implement at least one corrective measure from the Safe Routes to Play report.
- No smoking signage is designed and installed.

LOOKING AHEAD (2019-2020)

- Continue making efforts towards implementing Safe Routes to Play improvements.



AT-RISK YOUTH HAVE OPPORTUNITIES TO RECREATE AND BE MENTORED (RECREATION & PARKS)

STRATEGIES

- Promote programs that encourage physical fitness for children through high school. (10.1.S1)
- Continue to involve children in civic activities. (10.1.S2)
- Encourage teens to become involved in coaching, umpiring, and being "Big Brothers and Sisters" to younger children. (10.1.S3)
- Continue and expand the summer day camp program's leadership development program for junior high school age youth. (10.1.S4)
- Broaden support for the growth of structured after school programming that is coordinated and inclusive of youth at all ages and income levels. (10.1.S7)

2017 ACCOMPLISHMENTS

- New concrete "Rusty Berrings Skatepark" construction completed and opened.
- LPD are invited to various special events, and attended some Camp K days.
- Outdoor Adventures program is attracting various kids and through all seasons.
- Staff are helping lead the "All Together" task force helping connect youth with healthy alternatives to drug and alcohol use.

2018 PROPOSED OUTCOME MEASURES

- Skatepark landscaping is completed.
- Outdoor Adventures programming and other non-traditional programs are attracting at-risk youth.

- Lebanon Police are attending at least 2 recreation events, helping establish positive interactions with youth.
- Lebanon School Counselors are helping identify at least one at-risk student a year to receive free enrollment in a program.
- Recreation staff have a weekly or bi-monthly presence at LMS during the lunch period.

LOOKING AHEAD (2019-2020)

- Seeking increased presence within the school system, and identifying ways to connect with kids who are outside the scope of our current programming.



“FRIENDS OF LEBANON RECREATION & PARKS” ARE ENHANCING OUR PARKS (RECREATION & PARKS)

STRATEGIES

- There are many opportunities for improved coordination with other partners in providing community facilities and services. (8.B.2)
- Evaluate the need for facilities and continue to form partnerships with user groups to develop these facilities. (10.1.A1)

2017 ACCOMPLISHMENTS

- Warming Hut was completed and Grand Opening held.
- Board seats are full.

2018 PROPOSED OUTCOME MEASURES

- All seats on the board are filled, and there is a full slate of officers.
- Warming hut at Pat Walsh Park is completely outfitted with loaner skates and furnishings.
- Lebanon Plays group installs new play structures in Colburn Park.
- One new project is identified.

LOOKING AHEAD (2019-2020)

- Friends board continues to identify projects that they can successfully fundraise for and support.



FINANCIAL STATUS IS NOT A BARRIER TO ACTIVE RECREATION (RECREATION & PARKS)

STRATEGIES

- Promote programs that encourage physical fitness for children through high school. (10.1.S1)
- Continue to involve children in civic activities. (10.1.S2)
- Broaden support for the growth of structured after school programming that is coordinated and inclusive of youth at all ages and income levels. (10.1.S7)

2017 ACCOMPLISHMENTS

- We awarded nearly \$3500 in financial aid for Camp K.

- Raised over \$13,000 in revenue from special race events towards financial aid and park improvements.

2018 PROPOSED OUTCOME MEASURES

- Lebanon Middle School enrollment in extracurricular activities increases with better collaboration with school counselors and presence in the school.

LOOKING AHEAD (2019-2020)

- We would love to find a way to eliminate the need for a financial need application (barrier) for families who need help getting their kids enrolled.